



Initial Report Public Release

United States Air Force Academy (USAFA) Athletic Department Review: Findings and Recommendations

**General (USAF, Ret) Michael E. Ryan
Major General (ANG, Ret) E. Randolph Jayne II**

PRESENTATION TO
The USAFA Board of Visitors
Version 6.6 (23 July 2004)



Review Tasking

■ **Focus Areas***

- **USAF/A Athletic Department's leadership structure, organization, and synchronization with the other departments**
- **Interface with the National Collegiate Athletic Association (NCAA)**
- **Recruiting of athletes**
- **Special privileges for athletes**
- **General support of the Academy's mission to graduate officers of character and integrity**

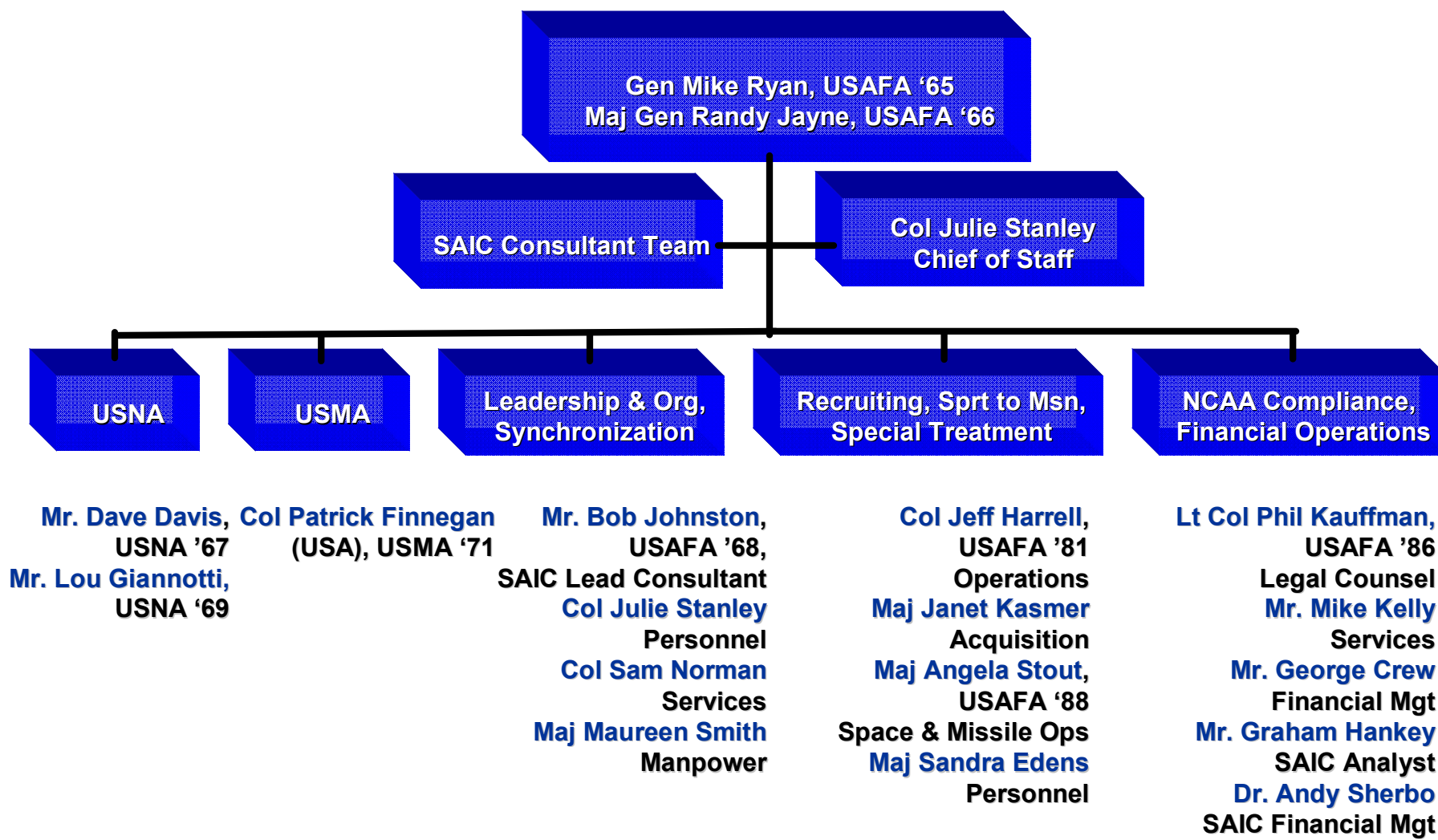
■ **Additional Focus**

- **Financial operations**

***SECAF/CSAF Letter, 21 November 2003, to Gen Ryan**



Review Participants





Sources Consulted

- Agenda for Change (26 Mar 03)
- General Accounting Office (GAO) Rpts – (03-1000/1001/1017)
- Air Force Audit Agency (AFAA) Rpt of Air Force Academy Athletic Association (AFAAA) Audit (Jun 99)
- General Counsel SAF/GC Rpt (Jul 03)
- Fowler Commission Rpt (Sep 03)
- DoD Annual Assessment (Sep 02)
- USAFA Strategic Plan (2002)
- Athletic Department (USAFA/AH) Strategic Plan (2002)
- USAFA Fall Climate Survey (2003)
- USAFA Cmdt's Guidance Issues
- DoD Instructions (DoDI) on Service Academies
- USAFA Instructions (USAFAI) and USAFA Supplements
- NCAA Compliance Certification Documents I-IV
- NCAA Division I-A Manual
- NCAA 2002-03 Guides
- USAFA Functions Chart Book
- AFAAA Nonappropriated Fund Instrumentality (NAFI) Financial Summaries
- Manpower Core Documents
- 41 U.S.C., Public Contracts/Buy America
- USAFA/AH Business Plan
- USAFA Unit Manpower Document
- USAFA/AH Mission Briefing
- Academic Review Cmte (ARC), Military Review Cmte (MRC), Physical Education Review Cmte (PERC) Guidance
- 34TRW/AHD Athletic Recruiting Spt Document
- USAFA/XPR Ops Analysis Extracts of Recruiting and Admission Data
- Air Force Personnel Center (AFPC) Analysis Extracts of Retention & Promotion Data
- USAFA Master Schedule
- ADM Larson Rpt (Apr 2004)



Those We Interviewed

- **Current USAFA senior leadership (14)**
 - **Air Officers Commanding (AOC) and Military Training Leaders (MTL) (23)**
 - **Coaches (21)**
 - **Admissions Liaison Officers (4)**
 - **Program managers, functional managers, subject matter experts (116)**
 - **Cadets (Intercollegiate (IC) athletes – 85 / Non-IC cadets – 99)**
 - **Senior Officers (★★★★★ - 8, ★★★★★ - 5, ★★★ - 8, ★ - 3, 🦅 - 11)**
 - **Former Superintendents – 3**
 - **Former Deans – 4**
 - **Former Commandants – 5**
 - **Former Athletic Directors – 2**
 - **Former USAFA senior leaders – 8**
 - **Falcon Foundation and Association of Graduates (AOG) Leaders – 10**
 - **Extracurricular club officers-in-charge (OIC) / Department of the Faculty (DF) officer representatives (OR) to ICs – 12**
-



Those We Interviewed External to USAFA

- **U.S. Military Academy (USMA)**
 - LTG Lennox, Superintendent
 - BG Kaufman, Dean
 - Mr. Greenspan, Director, Athletic Department
 - COL Finnegan, Department of Law
 - MAJ Lynch, Director, Football Operations
 - Mr. Rose, Army Athletic Association
 - LTC Endres, Director of Cadet Activities
 - COL LeBoeuf, Director, Physical Education Dept
- **U.S. Naval Academy (USNA)**
 - VADM Rempt, Superintendent
 - CAPT Leidig, Commandant
 - Dean Davis, Associate Dean for Academic Affairs
 - Dean Garrett, Vice Academic Dean
 - Mr. Gladchuk, Director, Athletic Department
 - CAPT Cooper, Director, Physical Education
 - Mr. Davis, Associate Director of Athletics
 - Mr. Giannotti, Director, Department of Information Technology & Chair NCAA Certif.
 - Mr. Strasemeier, AH Communications/Media
 - Ms. Brozen, Treasurer, Naval Academy Athletic Association
 - Mr. Parsons, Director, Department of Finance
- **U.S. Coast Guard Academy**
 - RADM Olsen, Superintendent
 - Mr. Cieplik, Athletic Director
 - CAPT Wisneiski, Commandant
 - CAPT Bibeau, Director of Admissions
- **Virginia Military Institute**
 - GEN (USA, Ret) Peay, Superintendent
 - BGEN (USA, Ret) Brower, Dean of Faculty
 - COL (USA, Ret) Chalkley, Chief of Staff
 - COL Coale, VA Militia, Dept Head, Phys Ed Department
 - COL Hutchings, VA Militia, Commandant
 - COL Piegari, VA Militia, Chair of Athletic Council
 - MAJ Williams, VA Militia, Director of Cadet Activities
 - MAJ Bissell, VA Militia, Chief of Protocol
 - Mr. White, Athletic Director
 - Mr. Toney, Assoc Ath Dir/Admissions
 - Ms. Pirkle, Sr Women's Administrator
 - Mr. Davis, Assoc Ath Dir / Compliance & Marketing
 - SGM (USA, Ret) Neel, NCOIC
 - 4 VMI cadets
- **The Citadel**
 - Maj Gen (USMC, Ret) Grinalds, President
 - Brig Gen (USAFR, Ret) Carter, Dean
 - Mr. Robinson, Athletic Director
 - Col Powers, Asst Cmdt for Trng & Ops



Mission Statements of Each Service Academy

■ **USMA**

To educate, train, and inspire the Corps of Cadets so that each graduate is a commissioned leader of character committed to the values of Duty, Honor, Country; professional growth throughout a career as an officer in the United States Army; and a lifetime of selfless service to the nation

■ **USNA**

To develop Midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship and government

■ **USAFA**

Inspire and develop outstanding young men and women to become Air Force officers with knowledge, character and discipline; motivated to lead the world's greatest aerospace force in service to the nation



USAFA Mission and Purpose

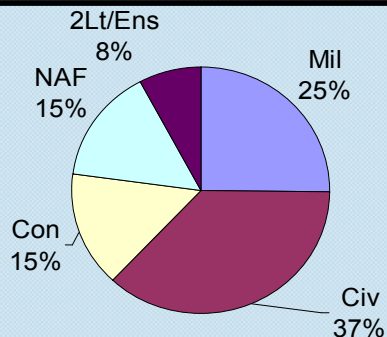
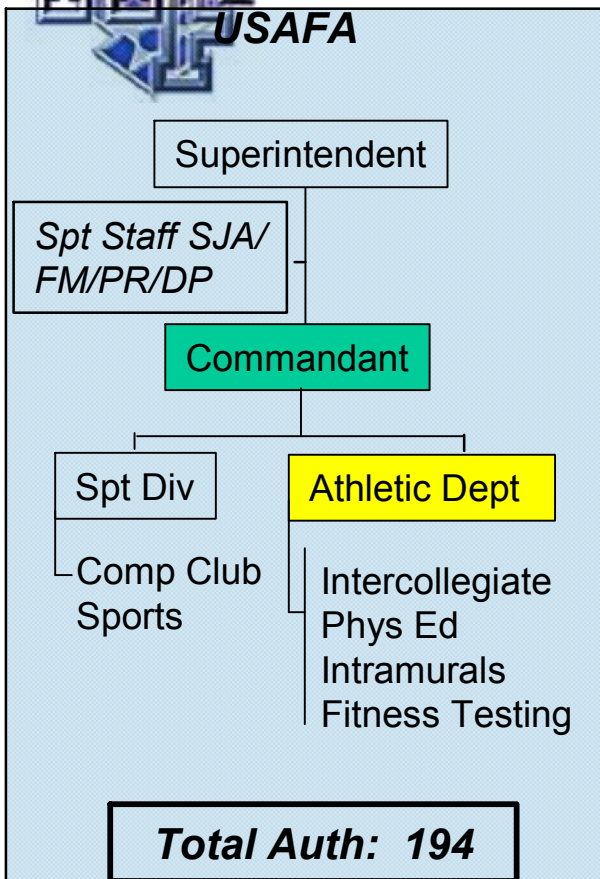
USAFA Mission: Inspire and develop outstanding young men and women to become Air Force officers with knowledge, character and discipline; motivated to lead the world's greatest aerospace force in service to the nation. *[USAFA Web Site]*

USAFA Purpose: To educate, train, inspire and develop USAFA cadets into outstanding Air Force officers with knowledge, integrity, outstanding moral character, leadership skills, cultural understanding, and discipline; motivated to pursue a career of exemplary service leading the world's greatest air and space force during a lifetime of selfless service to the nation. The USAFA will accomplish this mission through four principal program areas of equal importance: Character Development, Educational Development, Leadership Development and Physical Development.
[Air Force Policy Directive 36-35]

USAFA Athletic Department Purpose: Provide cadets realistic leadership experience in a mentally and physically challenging environment through physical education, fitness training and testing and intramural and intercollegiate athletic competition. Promote the Academy to the nation through athletics. *[USAFA Dept of Athletics Strategic Plan]*



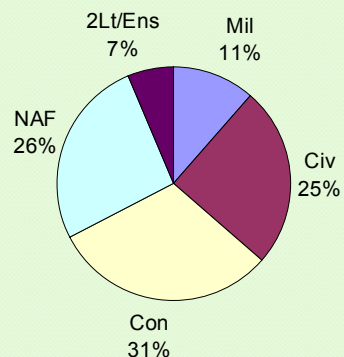
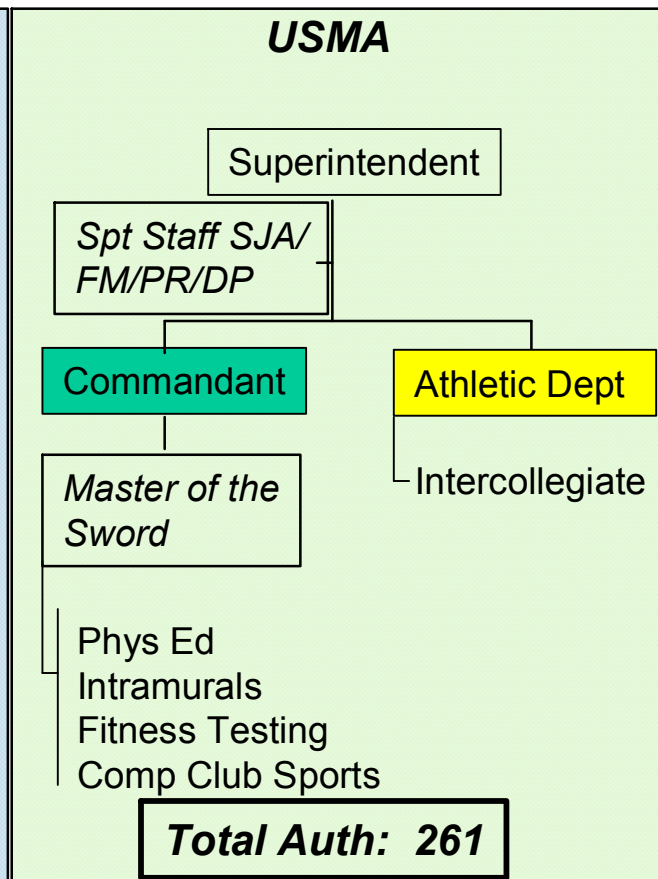
USAFA



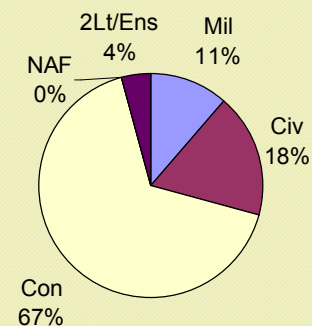
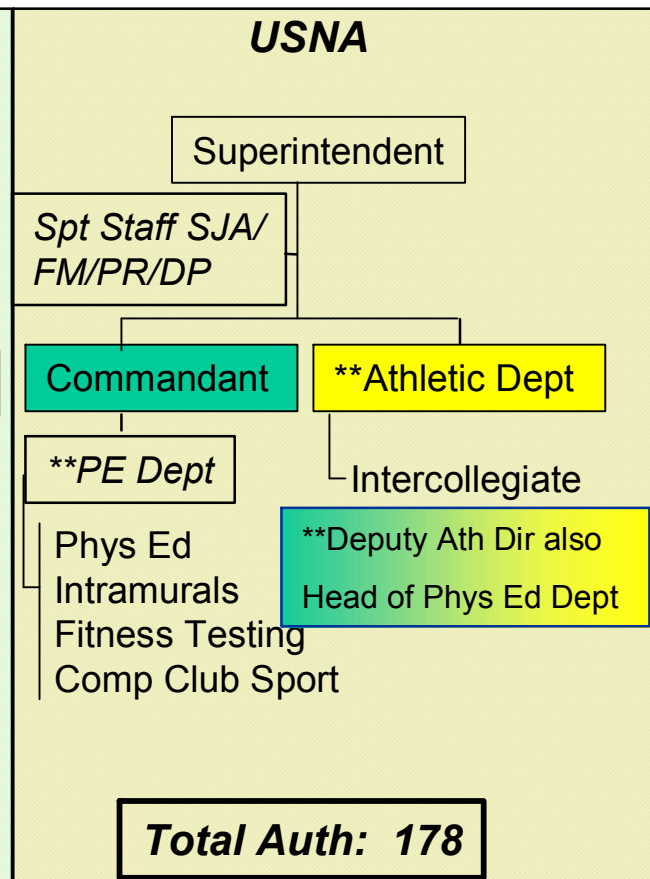
* Authorizations do not include Visitor Center or concessions

Academy Athletic Organizations*

USMA



USNA

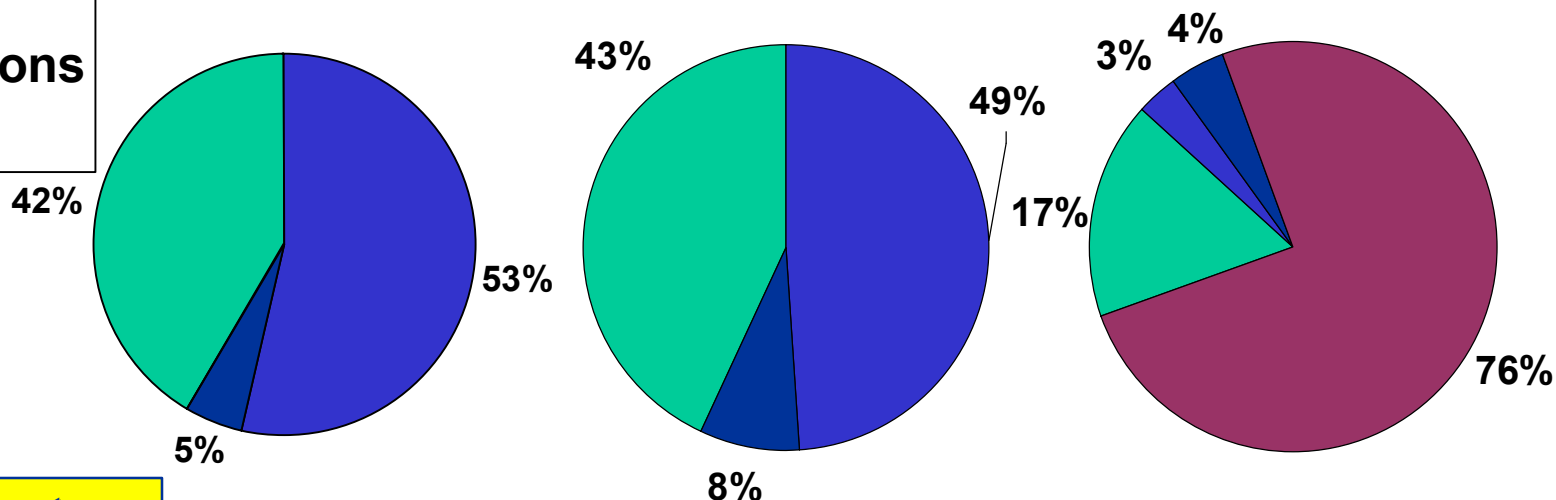


Slide 9



Operating Revenue Sources FY03

- APF
- NAF
- Donations
- NAAA



***Note: Totals do not include revenue for non-recurring items, such as construction.**

USAFA

USMA

USNA

| | | | |
|------------------|----------------|----------------|----------------|
| *Total \$ | \$21.7M | \$20.9M | \$18.5M |
|------------------|----------------|----------------|----------------|

USAFA / USMA are remarkably similar.

USNA's NAAA is a Maryland-based non-profit corporation.



Athletic Facility Stewardship

| USAFA | | USMA | | USNA | |
|--|--------------------------|---|--------------------------|---|------------------------------|
| Facility | Construction Funding | Facility | Construction Funding | Facility | Construction Funding |
| Falcon Stadium (Football) | Private Donations | Tate Rink (Hockey) | APF | Halsey Field House | APF |
| Cadet Gym (Physical Ed.) | APF | Hoffman Press Box | Private Donations | NMC Memorial Stadium (Football) | Private Donations |
| Falcon Athletic Center (Sports Med, IC Weight Trng & Offices) | APF | Blaik Field (Football field) | APF | Alumni Hall (Athletic Contests & Assemblies) | 56% Private / 44% APF |
| Cadet Field House (Basketball, Hockey, Track) | APF | Lichtenberg Tennis Center | Private Donations | Lejuene Hall (Swimming & Wrestling) | APF |
| | | Gross Sports Center (Gymnastics) | Private Donations | Ricketts Hall | APF |
| | | Kimsey Athletic Center | Private Donations | Macdonough Hall (Gymnasium) | APF |
| | | Michie Stadium (Football) | APF | Glenn Warner Soccer Facility | Private Donations |
| | | | | Fitzgerald Clubhouse (Baseball) | Private Donations |



Alternative Fiscal Organization for AFAAA

Finding: We found no compelling reason to change AFAAA to a non-profit corporation

| Nonappropriated Fund Instrumentality | Non-Profit Corporation |
|---|---|
| Instrumentality of the U.S. Government, subject to government oversight and control | Private |
| Federal entity; legitimate vehicle for carrying out government functions | Not a federal entity |
| Enjoys sovereign privileges and immunities of federal government | Subject to state and local regulation and control |
| Exempt from federal/state/local taxes (federal government status) | If recognized by IRS as charitable/educational organization under IRS Section 501(c)(3), exempt from federal taxes |
| Entitled to preferential federal government programs (e.g., city-pair airfares) | Not entitled to preferential federal government programs |
| No individual liability (torts/debts) | No individual liability (torts/debts) |
| Authorized APF and NAF support | No APF or NAF support, but can be paid for services |
| Contract disputes managed administratively | Subject to suits on contracts |
| Control of operations and funds by government officials | DoD personnel may provide oversight, coordination, and advice, but cannot participate in day-to-day activities or actually manage |



Intercollegiate Athletes by Gender at Service Academies

Finding: USAFA has successfully complied with gender equity provisions of Title IX Education Amendments of 1972

| Category | USAFA | USMA | USNA |
|--------------------------|-------------|-------------|-------------|
| Male Undergraduates | 3,493 / 84% | 3,400 / 84% | 3,647 / 85% |
| Female Undergraduates | 678 / 16% | 641 / 16% | 662 / 15% |
| Male IC Participation* | 855 / 24% | 728 / 21% | 1,218 / 33% |
| Female IC Participation* | 246 / 36% | 251 / 39% | 351 / 53% |
| Intercollegiate sports | 27 | 25 | 30 |
| NCAA Division | I-A | I-A | I-A |
| Conference Affiliations | 5 | 6 | 9 |

***From each school's NCAA report (Academic Year 2002-2003).**

Percentages reflect any IC participation during the year.



NCAA Division Alignment Issue

Finding: USAFA's intercollegiate programs compete within NCAA Division I-A

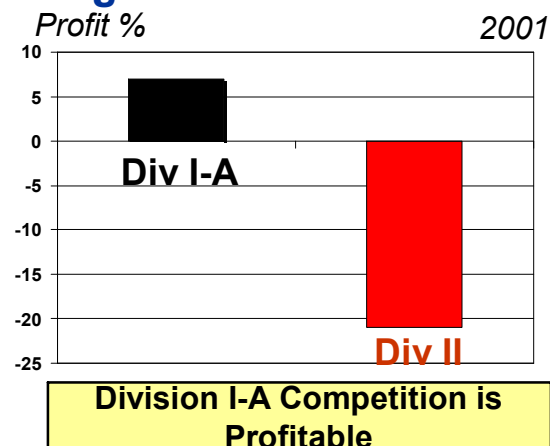
Recommendation: USAFA should remain within NCAA Division I-A

Pros

- “Excellence in all we do”
- Div I provides positive, nationwide exposure, while Div II or III exposure is primarily regional
- Div II or III competition offers no cost savings
- Div II or III offers no reductions in athletic practice time requirements
- Converting to Div II or III might necessitate infusion of APF or reduced scope of athletics to compensate for lost revenue

Cons

- Div I visibility feeds perception of imbalanced emphasis on IC programs
- Div I affiliation could put pressure on recruiting and admissions



Source: NCAA, *Financial Trends and Relationships - 2001*



Conference Affiliation Issue

Finding: USAFA's intercollegiate programs compete principally in the Mountain West Conference (MWC)

Recommendation: USAFA should retain MWC affiliation

Pros

- **MWC is strong and respected both in sports and academics**
- **MWC retains key, traditional rivalries**
- **MWC has media contracts and revenue sharing**
- **USAFA lacks alternative, self-sustaining, high-revenue sources**
- **MWC offers automatic bids to post-season NCAA events**

Cons

- **Air Force has less flexibility to schedule other major schools**



Value of Athletics

“Upon the fields of friendly strife are sown the seeds that, upon other fields, on other days will bear the fruits of victory.”

—GEN Douglas MacArthur, 1920

“I need an officer for a secret and dangerous mission. I want a West Point football player.”

—GEN George C. Marshall, World War II

“Athletic competition is tremendous preparation for war fighting.”

**—Defense Advisory Committee on Service Academy Athletics Programs (DACSAAP) Report,
June 1994**

“Little did I know that less than a year after graduation I’d be coordinating every indirect asset possible for my infantry company in a moment’s notice. The Army football experience readies you to make those decisive / confident decisions when the action is hot.”

—2LT Palka, USA, Operation Iraqi Freedom 2003

“We want our future officers to be team builders and learn how to motivate others to excel. We want them to keep going when the chips are down and hope is gone. We want them to play on the athletic fields—and fight on the battlefield—to win.”

—VADM Rempt, USNA Superintendent, 2004



USAFA Cadet Athletic Opportunities

| Fitness Testing (4 separate tests) | Physical Education (10 core-course curriculum) | Intercollegiate Sports | Intramurals (2 seasons/year) | Competitive Club Sports |
|--|--|--|--|--|
| Physical Aptitude Exam (Candidates) | 5 Warrior Spirit Courses (3 Combative & 2 Aquatic) + | Cross Country (M/W) Football Soccer (M/W) Water Polo Baseball Basketball (M/W) Lacrosse Fencing (M/W) Gymnastics (M/W) Swimming (M/W) Indoor Track (M/W) Rifle (Coed) Ice Hockey Wrestling Outdoor Track (M/W) Tennis (M/W) Golf Volleyball (W) | Fall – 8 sports Basketball Flag Football Flickerball Soccer Tennis Wally Ball Mountain Biking Boxing (M) (voluntary) | Fast Pitch Softball (W) Team Handball (M) Rugby (M/W) Ski Alpine (Coed) Volleyball (M) Cycling/Mountain Biking (Coed) |
| Physical Fitness Testing | 1 Physical Development 1 Individual Sport Elective 1 Team Sport Elective 2 Open Electives + | | Spring – 7 sports Soccer Softball Volleyball Racquetball Cross Country Team Handball Rugby (M/W) | Recreational Club Sports |
| Pull-ups/Flex Arm Hang Standing Long Jump Push-ups 600-Yd Run | 2 Academic Electives | Boxing Spirit Leaders (Coed) | | 29 Recreational and Service Club Sports |
| Aerobic Fitness Test | Exercise physiology Scientific principles of coaching | | | |
| 1.5-Mile Run | | | | |
| Air Force PFT (Graduation) | | | | |
| 1.5-Mile Run Push-ups Crunches Waist Measurement | | | | |



Admissions Process

■ Admissions Scoring

- 60% Academic composite—college transcript, Scholastic Aptitude Test (SAT) or American College Test (ACT) scores, grade point average (GPA), class ranking, high school caliber, curriculum rigor
- 20% Extracurricular composite—10% athletics, 10% leadership experience, and employment (eagle scout, class officer, etc.)
- 20% Selection panel judgment—Form 4060 (interview), Physical Aptitude Exam (PAE), intrinsic score
- Selection panels are chaired by DF department heads and include representatives from academic, military training, and athletic department faculties
- Academy Board considers and approves all appointments
 - Supt, Cmdt, Dean, AD, Dir Ath Prgms, DF Dept Heads, 34th Education Group/CC, Mbr at large, etc. [USAFAI 36-187]



Admissions Processing Issue

Finding: Certain sports' recruited athletes receive no admissions liaison officer's evaluation and do not take the physical aptitude exam (PAE) as part of admission qualification

Recommendation: Admissions liaison officers—trained in NCAA rules—should complete evaluations for all recruited candidates, and all candidates should take the PAE

Pros

- Provides standard evaluation for all candidates
- Decreases perception of inequity in admissions process

Cons

- Imposes additional workload for inexperienced admissions liaison officers
- Requires additional evaluation of certain athlete candidates



USAFA Limits on Recruited Athletes

- **USAFA adheres to strict NCAA definition of a recruited athlete**
 - **No more than 25% of entering class are “recruited athletes” as defined by NCAA**
 - **However, AH only advocates about 16% of candidates as blue-chip recruits**
 - **These percentages are consistent with the other Academies that do not have imposed limits**
 - **Without recruiting and admissions advocacy, class composition might be less diverse**
 - **One of every two African-American cadets is a recruited athlete**
 - **One of every three female cadets is a recruited athlete**
-



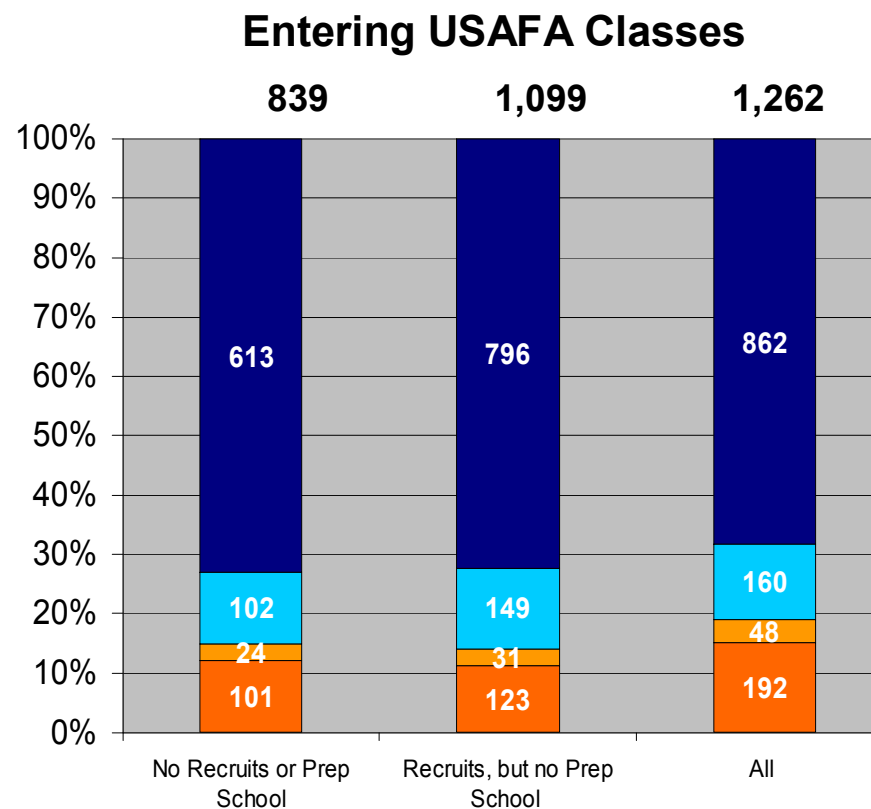
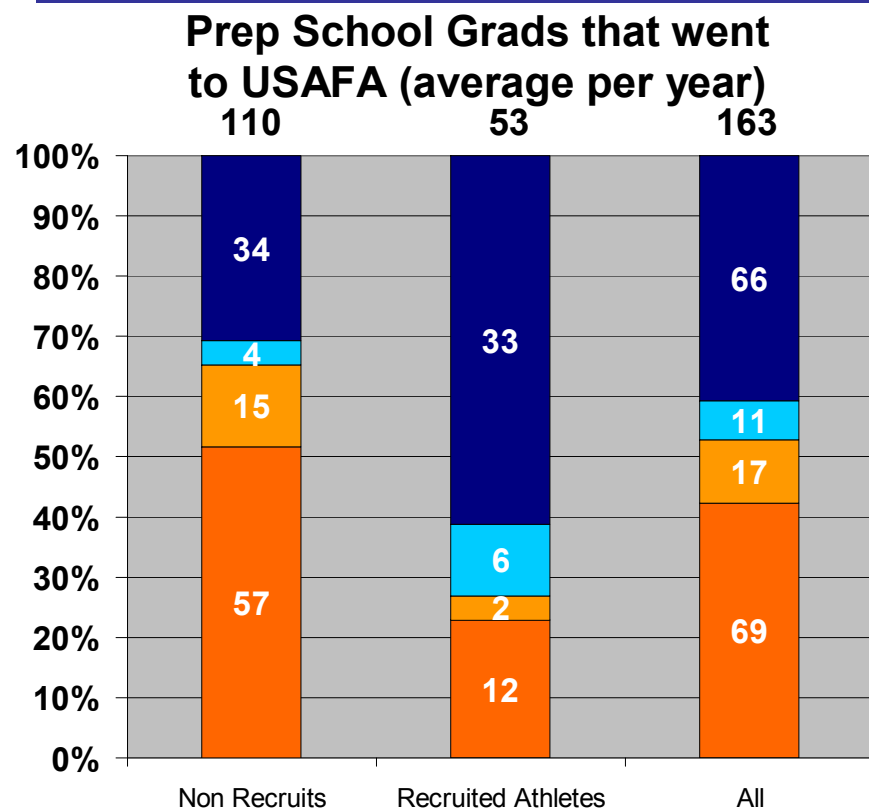
USAFA Preparatory School Mission

- To motivate, prepare, and evaluate **selected candidates** in an academic, military, moral, and physical environment, **to perform successfully and enhance diversity at USAFA**





Diversity Through Athletics *(Impact Upon USAFA Classes of 1998–2007)*



■ Minority Male
 ■ Minority Female
 ■ Caucasian Female
 ■ Caucasian Male

One third of USAFA Preparatory School graduates are recruited athletes. Non-recruited graduates and, to a lesser extent, recruited athletes add diversity to USAFA.



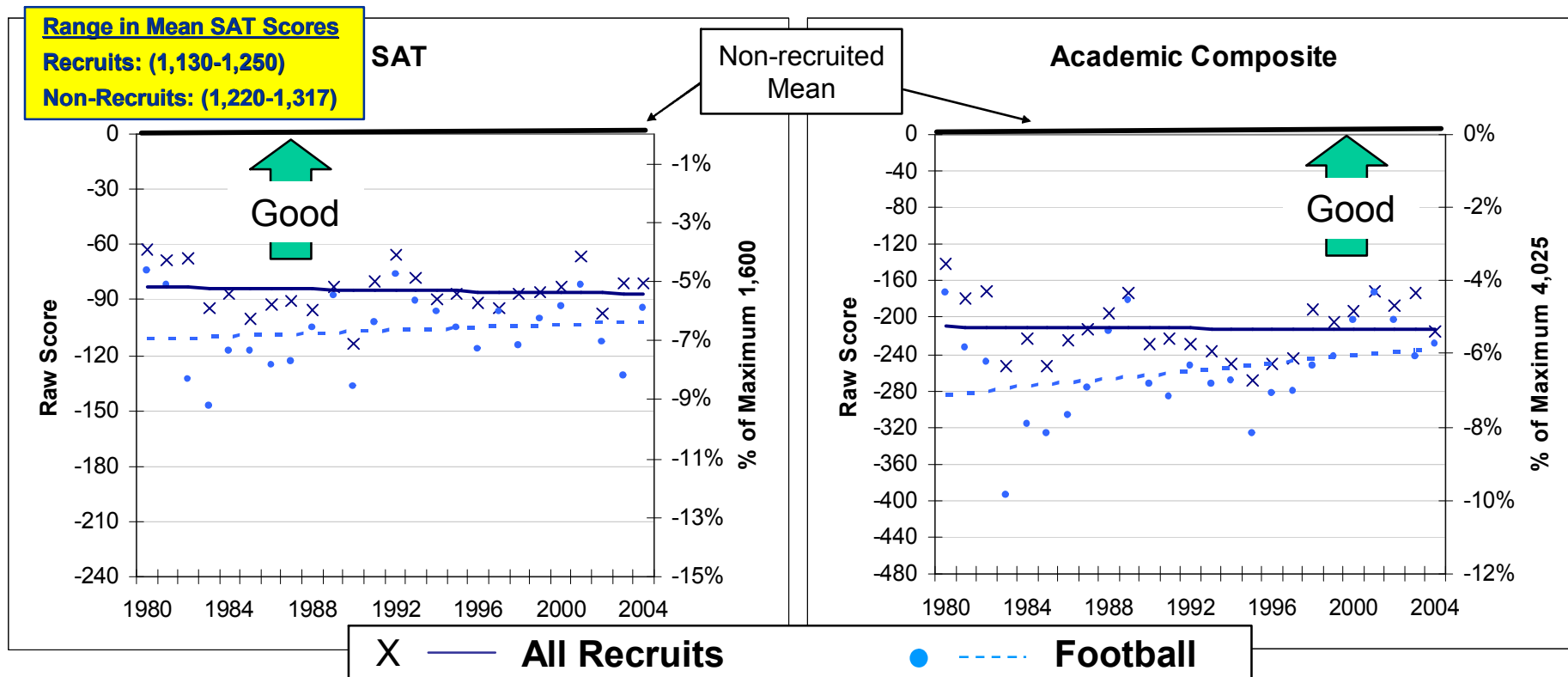
Admissions Processing Issue

- **Finding: USAFA recalculates USAFA Preparatory School candidates' academic composites during admissions processing. The Director of Admissions relies principally upon a 2.42 grade point average minimum, and does not require candidates to provide an updated SAT score**
- **Discussion:**
 - **Officials contend USAFA Prep School course performance provides best correlation of academic success at USAFA**
 - **For all other candidates, USAFA uses SAT / ACT scores in conjunction with their high school grades**
- **Recommendation: USAFA should standardize admissions processing of all candidates by requiring USAFA Preparatory School students to provide an updated SAT score as additional data indicating improved academic readiness for USAFA admission**



Comparing Admissions Scores of All Recruits to Non-Recruits

Admissions: SAT and Academic Composite
Delta of Mean Scores of Recruited Athletes vs. Non-Recruits

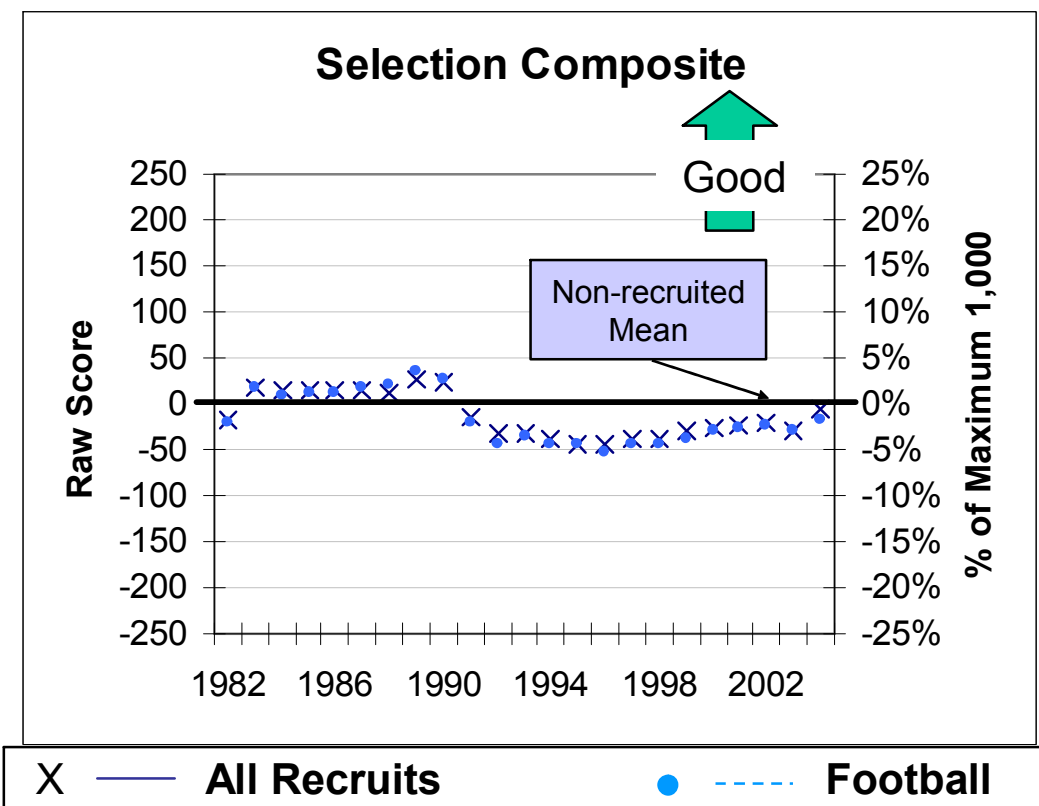


Differences from the mean SAT scores and academic composites of non-recruits remained relatively static, though they have narrowed for football players.



Comparing Selection Composites of All Recruits to Non-Recruits

Admissions: Selection Composite
Delta of Mean Scores of Recruited Athletes vs. Non-Recruits

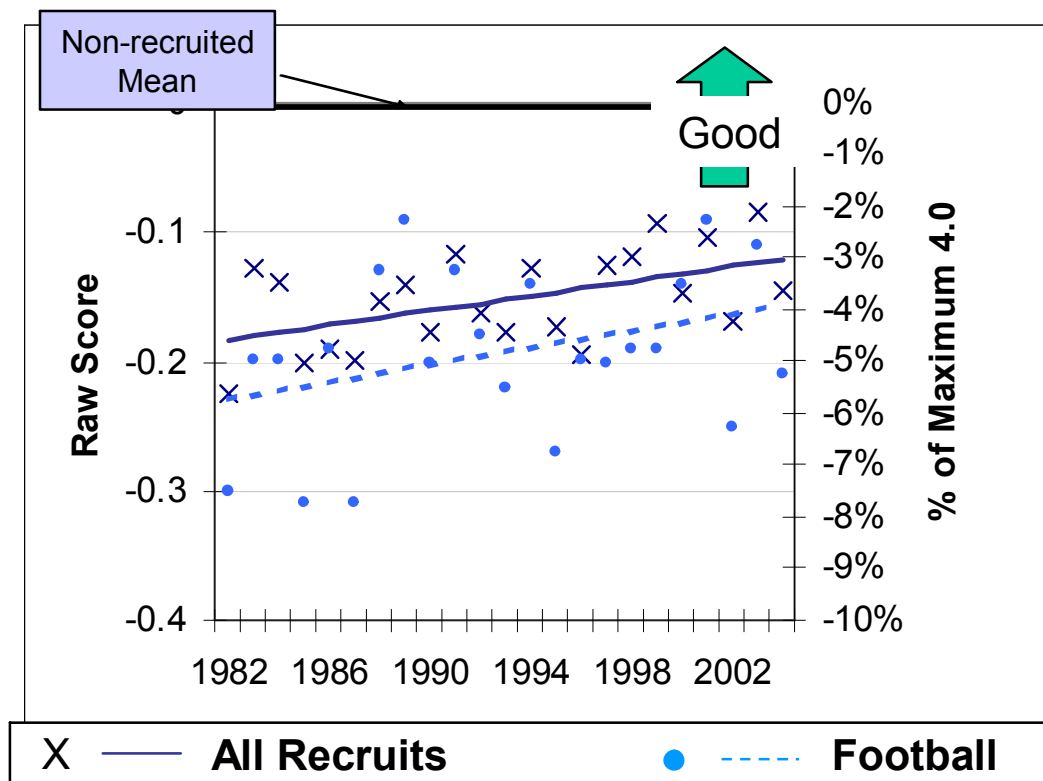


As compared to non-recruits, the difference in the mean selection composite for all recruits has varied but held within five percent.



Comparing Graduation GPA of All Recruits to Non-Recruits

Graduation: Grade Point Average (GPA)
Delta of Mean Scores of Recruited Athletes vs. Non-Recruits

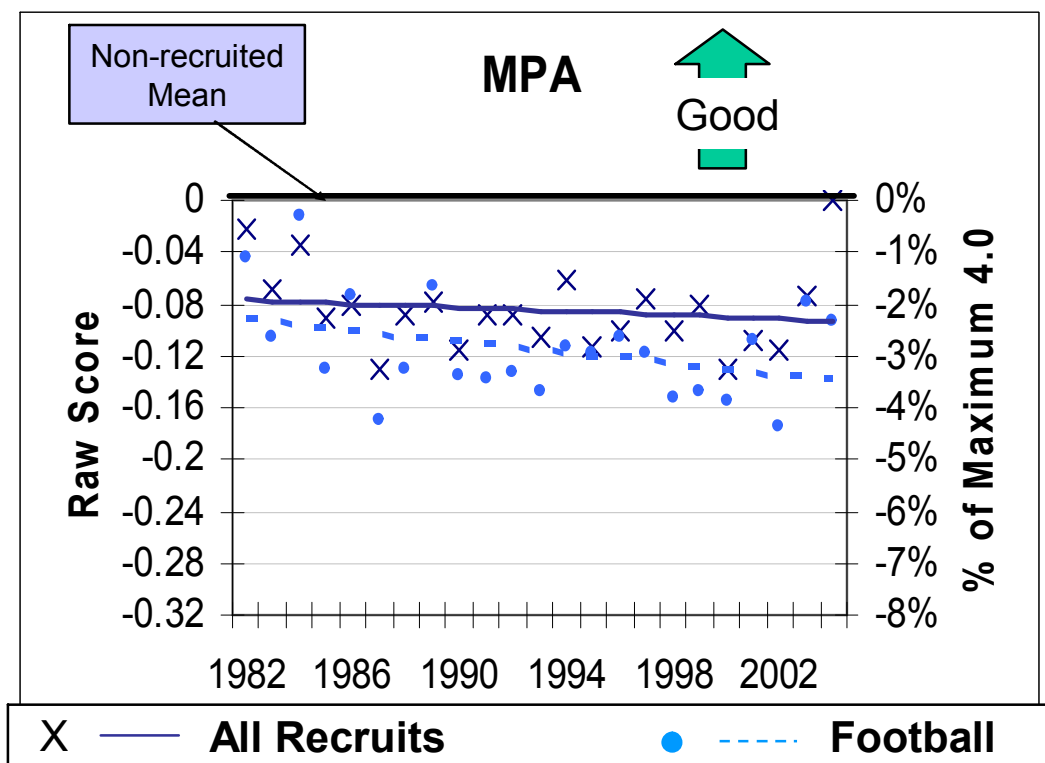


As compared to non-recruits, differences from the mean GPA continued to narrow.



Comparing Graduation MPA of All Recruits to Non-Recruits

Graduation: Military Performance Appraisal (MPA)
Delta of Mean Scores of Recruited Athletes vs. Non-Recruits

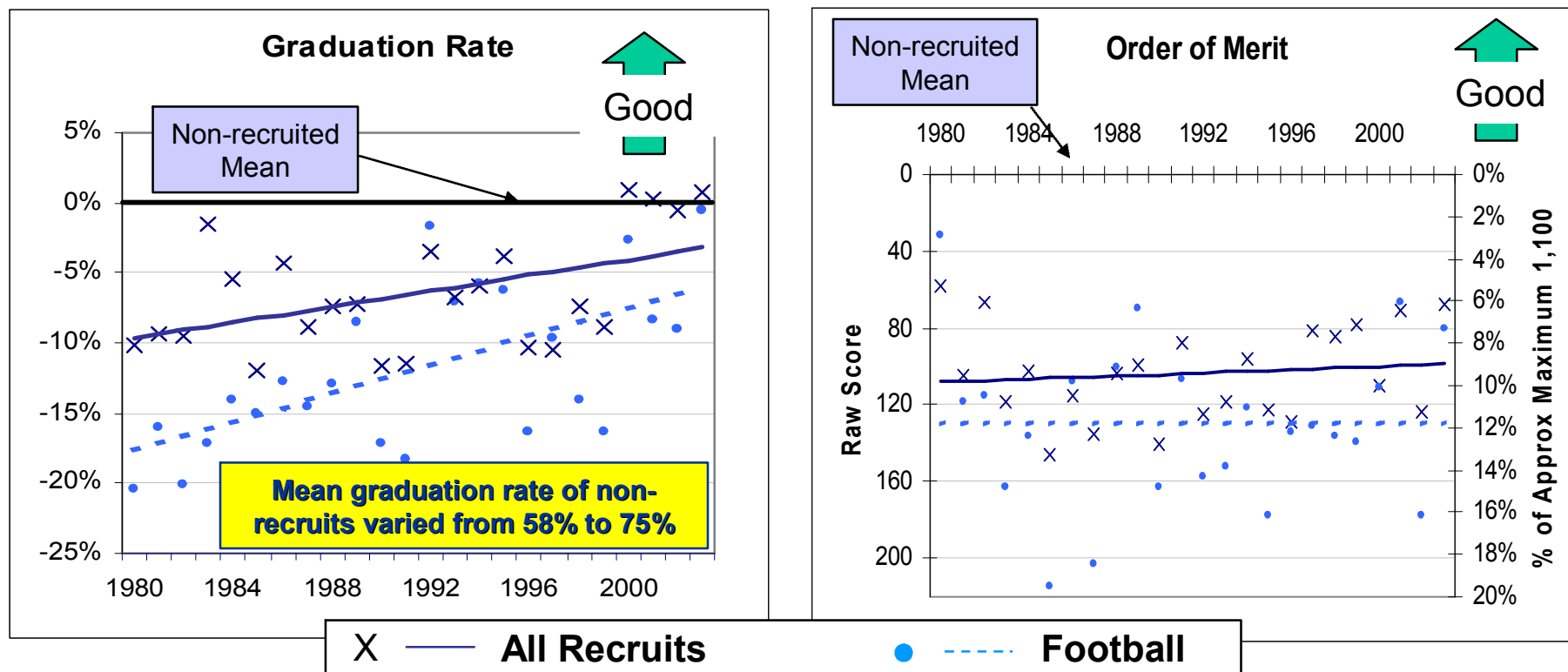


As compared to non-recruits, differences from the mean MPA were within three percent.



Comparing Graduation Rates and Order of Merit of All Recruits to Non-Recruits

Graduation: Graduation Rate and Order of Merit
Delta of Mean Scores of Recruited Athletes vs. Non-Recruits



Compared to non-recruits, differences in all recruits' graduation rates have improved markedly. Order of merit placement remained static.



Admissions and Cadet Performance Issue

- **Finding:** As one of the four principal program areas, physical development is important to molding future Air Force leaders. The USAFA admissions process does not give undue emphasis to recruiting athletes. Cadet performance metrics show no unexpected or remarkable difference between recruited athletes and others.
- **Recommendation:** Superintendent should brief applicable metrics—with respect to USAFA admissions and performance of athletes and others at the Academy—to the SECAF and CSAF and, perhaps, at CORONA

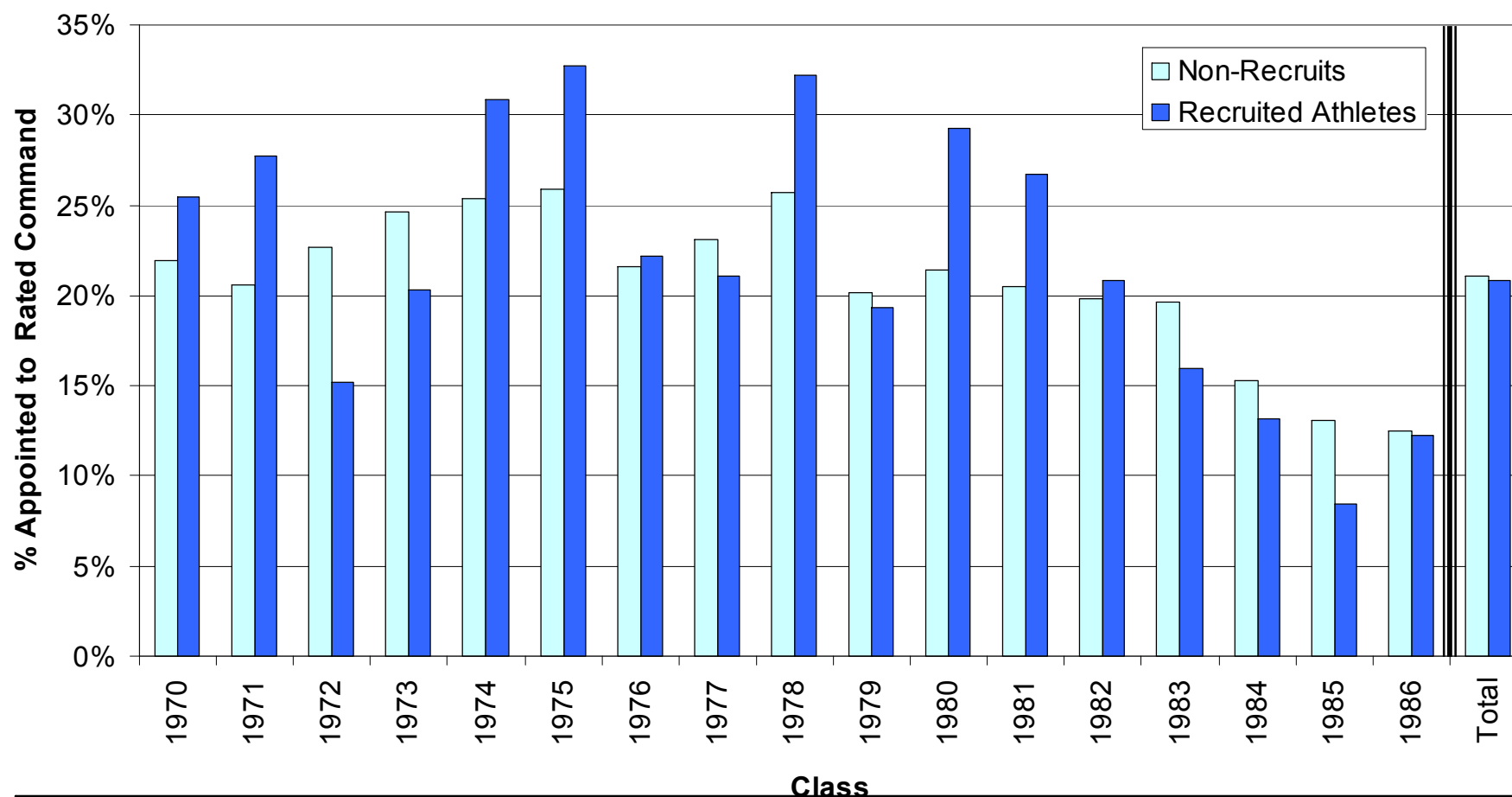


Career Performance

- **The Air Force does not keep readily available statistics on career performance of officers on the basis of commissioning source or pre-commissioning activities, including athletics**
 - **Data for this study of career performance were manually extracted and generated on a name-by-name basis by USAFA and the Air Force Personnel Center**
 - **USAFA Classes 1970 through 1986 were used for promotion to lieutenant colonel and for selection to command in the Regular Air Force**
 - **USAFA Classes 1959 through 1978 were used for promotion to brigadier general**
 - **Personnel policy and force structure changes were not highlighted in, but affected the data comparisons**
-



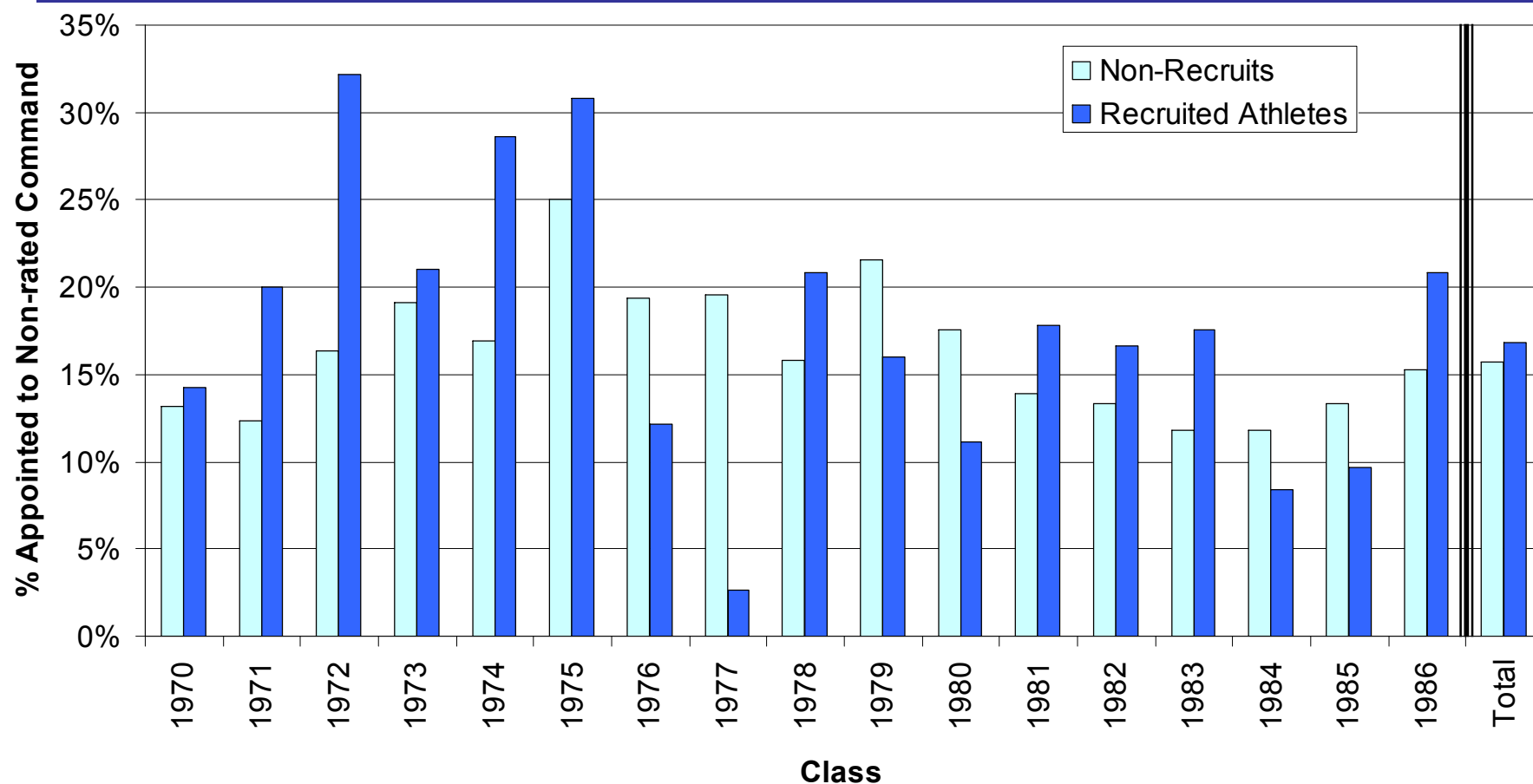
Appointment to Rated Command



While the relative percentage of recruited IC athletes versus non-recruits that achieve rated command fluctuated from year to year, minimal difference emerged between the two cohorts in the available data.



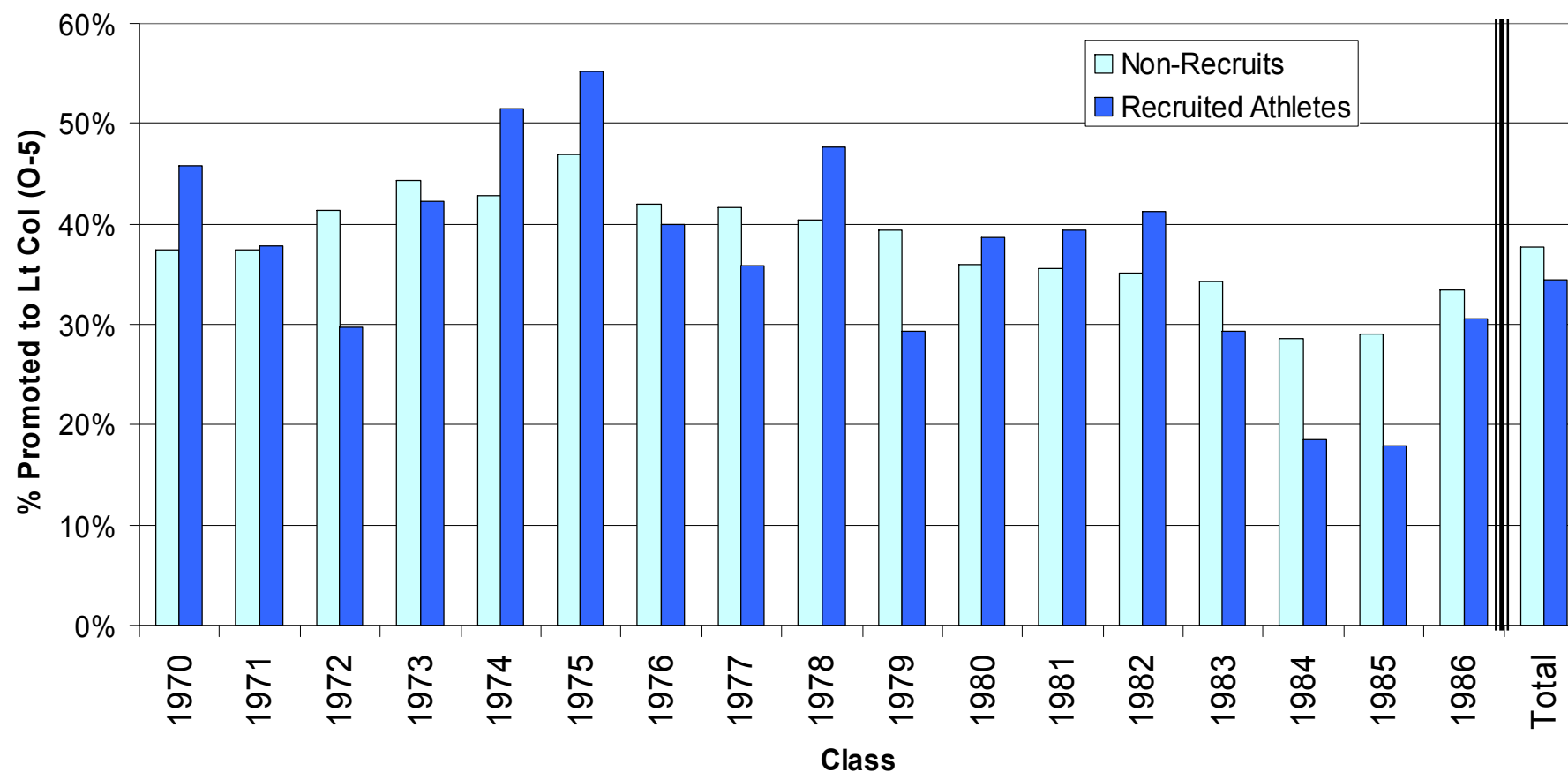
Appointment to Non-Rated Command



While the relative percentage of recruited IC athletes versus non-recruits that achieve non-rated command fluctuated from year to year, minimal difference emerged between the two cohorts in the available data.



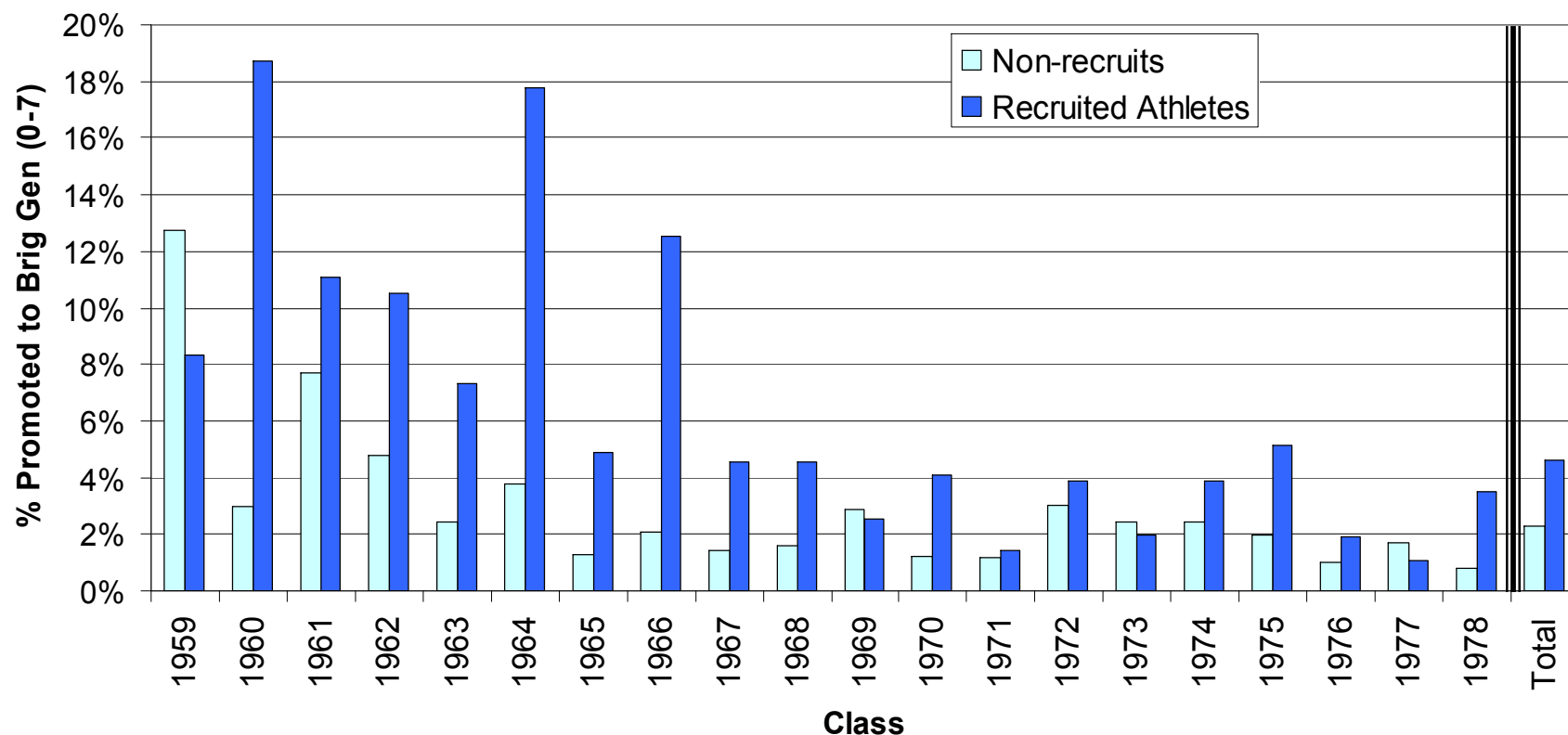
Promotion to Lieutenant Colonel



While the relative percentage of recruited IC athletes versus non-recruits promoted to lieutenant colonel fluctuates from year to year, minimal difference emerges between the two cohorts in the available data.



Promotion to Brigadier General



In the first 20 USAFA classes, recruited IC athletes, on average, made brigadier general at twice the rate of non recruits.



Career Performance Issue

- **Finding:** In the USAFA Year Groups examined, no significant difference arose between recruited athletes and non-recruits with respect to promotion to lieutenant colonel or selection to command
- **Finding:** In the USAFA Year Groups examined, recruited athletes were promoted to brigadier general at twice the rate of non-recruits
- **Recommendation:** Continue to monitor and measure that a balanced and high-quality intercollegiate athletic recruiting program at USAFA supports the Air Force mission



Career Performance Issue

- **Finding:** The Air Force does not keep readily available statistics on career performance of officers on the basis of commissioning source or pre-commissioning activities, including athletics
- **Discussion:** The U.S. Army and U.S. Navy have small staffs at their Academies that can perform this function for their officers linking data to Army / Navy officer career data
- **Recommendation:** The Air Force should develop the capability to research and collect appropriate statistical data on commissioning sources and pre-commissioning activities to help evaluate associated career performance



Perceptions and Realities of Different Treatment

- **ICs and other groups of cadets are routinely excused from certain scheduled events**
 - **Cadets participating in nine mission activities with limited on season (LOS) status (e.g., Soaring, Falconry, Honor Guard, etc.) are routinely excused from some activities by Scheduling Committee Action**
 - **Other cadets participating in mission activities (without LOS), competitive club sports, professional clubs, and recreational clubs are only excused on a case-by-case basis by Scheduling Committee Action**
-



Different Treatment

“Those engaged in intercollegiate athletics will be required to engage in military and leadership training equivalent to their classmates. Off-season athletes will be required to participate in squadron activities.”

[Agenda for Change]

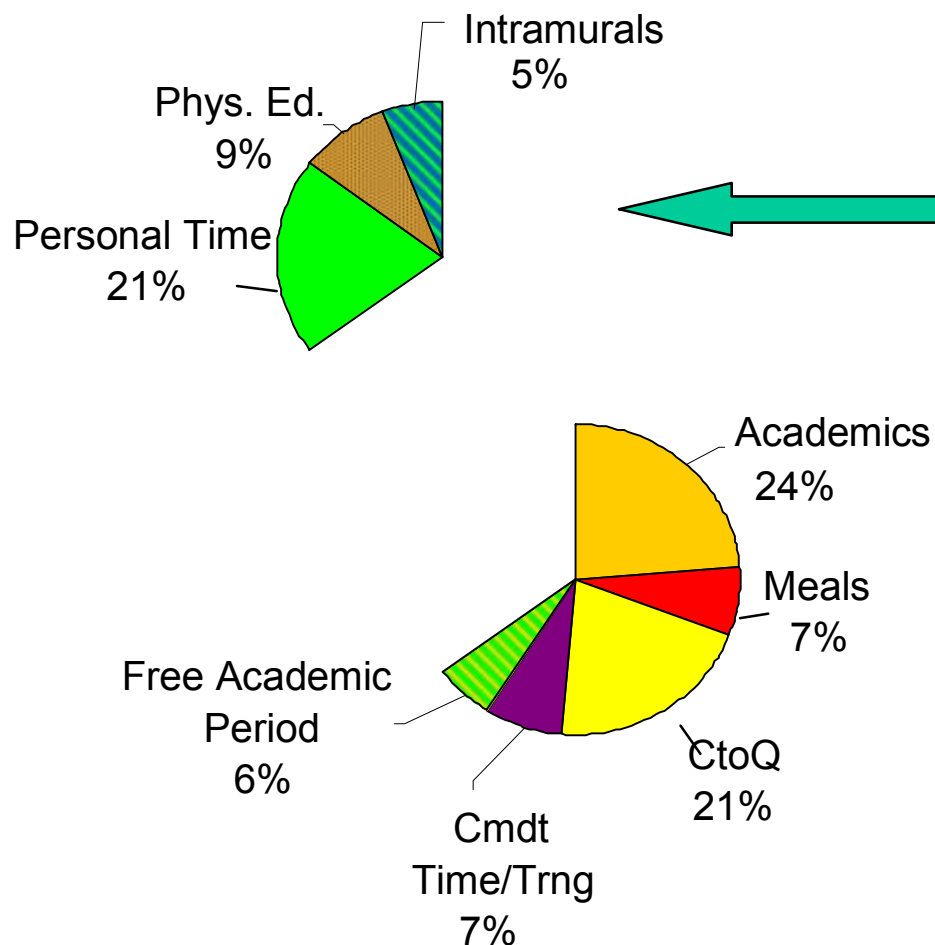
[* Missed training has to be accomplished within five days of scheduled training]

| | Standard Cadet | Competitive Club Sport [~235 cadets] | Mission Activity [~160 cadets] | Airmanship (Soaring IPs [12] and Flying Team [15]) | Intercollegiate Athletes (~1,090 cadets annually) |
|---|----------------|---|-----------------------------------|---|---|
| Training Weekends (2/semester) | | Excused when approved* | Excused when approved* | Excused Fri & Sat (LOS) (except for one Trng Wknd/sem) (unless wx canx or no conflict)* | Excused Fri & Sat during primary season* |
| Commandant's Time | | Excused when approved* | Excused when approved* | Excused only when conflict exists* | Excused during travel* |
| Intramurals | | | Excused (LOS) or when approved | Excused (LOS) | Excused |
| Cadet Squadron Dining Tables (Noon meals) | | | | Excused (LOS) (unless wx canx) | Excused to team tables |
| Physical Ed. (10 classes) | | | | | Excused from 4 classes |
| PFT/AFT (2/year) | Validate >451 | Validate >451 | Validate >451 | Validate >451 | Excused during primary season |

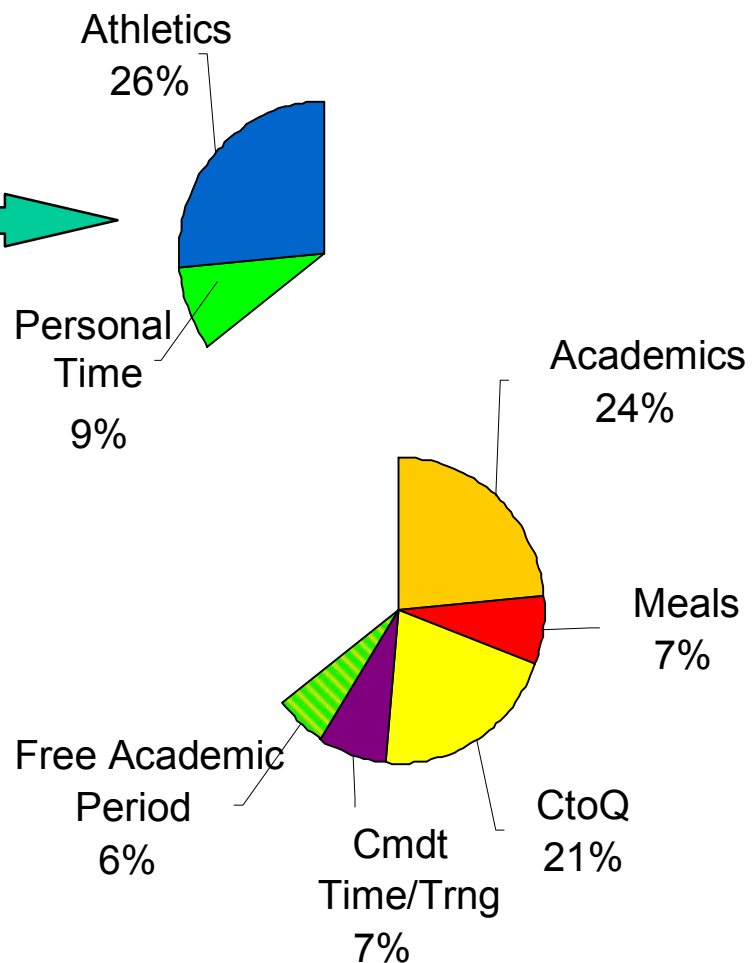


Non-IC vs. IC Cadet Time Commitment

Non-IC Cadet



IC Cadet (primary season)





Summary of Insights About Various Cadets' Time

- **IC athletes are excused more often than non-IC cadets from scheduled military and leadership training. However, they are required to accomplish the training within five days.**
 - **Other groups of cadets participating in sanctioned activities, such as extracurricular clubs and cadet leadership, are also excused from scheduled military and leadership training. They too are required to accomplish the training within five days.**
 - **Despite perceptions that IC athletes have extra privileges, IC athletes have less than half the daily personal time (9%) available to other cadets (21%)**
 - **Many misperceptions exist at USAFA among the different departments and within the cadet wing concerning schedules and excusals**
 - **We found no official mechanism in place to counter these misperceptions**
-



Bridging the Terrazzo Gap Issue

Finding: USAFA staff misperceive various USAFA policies and practices (e.g., Officer Development System, principal programs, tutoring, discipline, and special treatment)

Recommendation: Superintendent should lead and enforce a mandatory, multi-day, and yearly comprehensive indoctrination program for all assigned individuals

- Should reflect the integrated mission of USAFA
- Should have a presentation from each of the departments
- Should be taught by the Superintendent, Dean, Commandant, and Athletic Director
- This understanding must be transmitted by all to the Cadet Wing

Pros

- Enhances appreciation for and builds relationships between different mission elements
- Increases awareness of cadet time demands
- Opens lines of communication between mission areas

Cons

- Requires time of staff members to build relationships
- Requires additional management to ensure orientation is effective



Intramural Sports Organization Issue

- **Finding: USAFA staff and cadets perceive the intramural program lacks appropriate relevance, emphasis, and support**
 - **Discussion:**
 - **Administered by cadets, overseen by AH**
 - **Two seasons involving ~3,000 cadets/season**
 - **Stated objective is to build teamwork, leadership, and followership in competitive physical setting**
 - **Staff and graduates perceived a de-emphasis of intramurals over time**
 - **Cadets hold widely differing viewpoints on value of intramurals**
 - **In late Fall 2003, the Commandant implemented the Performance-Based Pass System under which intramurals can represent up to 30 percent of cadet squadron standing**
 - **Staff initiated visible improvements, such as championships in cadet area with performances by Wings of Blue and others**
-



Competitive Club Sports (CCS) Organization Issue

- **Finding: USAFA competitive club sports are treated more like recreational clubs than varsity sports. However, because of their prominence, they require a more disciplined and standardized approach to their operations**
- **Discussion:**
 - **CCS are varsity-like sports in which cadet athletic teams represent USAFA in acknowledged regional and national-level competition**
 - **Volunteers from across USAFA serve as mentors, resource managers, schedulers, coaches, and advisors; some coaches are paid**
 - **Commandant's support division administers ~80 extracurricular clubs, including CCS, and conducts training for OICs in resource management**
 - **Chaired by the Commandant's Director of Support, Cadet Extracurricular Activities Board oversees clubs**
 - **USAFA leadership is reconsidering realignment of clubs**
 - **Commandant recently moved rugby teams under AH to provide better oversight**



Reporting Chain Organization Issue

- **Finding: The Agenda for Change places the Athletic Director under the Commandant**
 - **Discussion:**
 - **Commandant's "Job Jar" was extremely full before the alignment**
 - **Commandant's staff has little subject matter expertise in managing athletic issues or meeting NCAA and MWC responsibilities for intercollegiate athletics**
 - **Superintendent retains key NCAA and MWC responsibilities but lacks timely counsel from the Athletic Director**
 - **There is a possibility of unintended consequences with respect to resource allocation and officer promotion**
 - **However, the Commandant has equity in areas of athletics, particularly discipline, intramurals, and physical fitness**
-



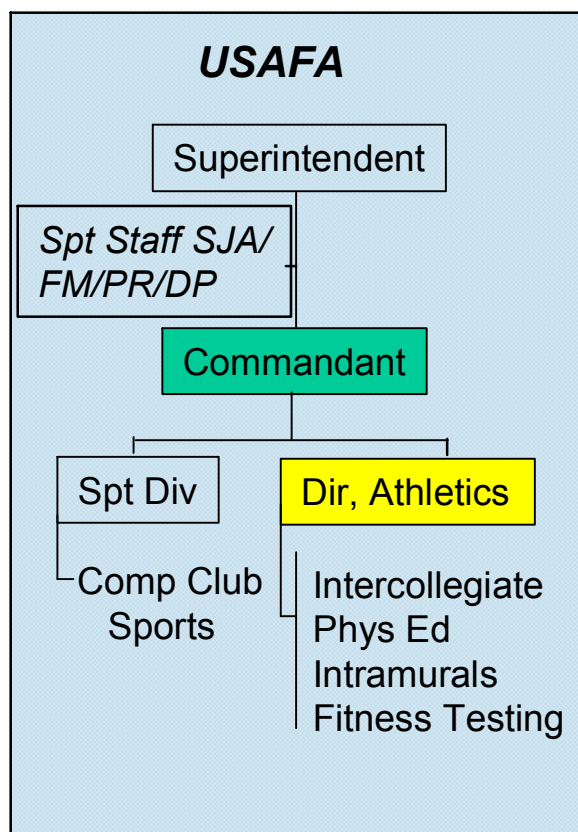
Program Area Integration and Balance Organization Issue

- **Finding:** The current organization does not optimize mission execution by the Superintendent, Commandant, and Athletic Director
- **Recommendation:** Consider an integrated set of organizational changes.
 - Consider moving Athletic Director directly under Superintendent with certain organizational alignments
 - Assign new AH Deputy for discipline, intramurals, and physical fitness and direct reporting to both Commandant and Athletic Director
 - Superintendent / Commandant / Athletic Director should reemphasize purpose and value of intramurals and validate current program content, organizational structure, level of participation, and resources
 - Align, resource, and standardize oversight of competitive club sports under the Athletic Department
 - These changes will require resources, but they are warranted

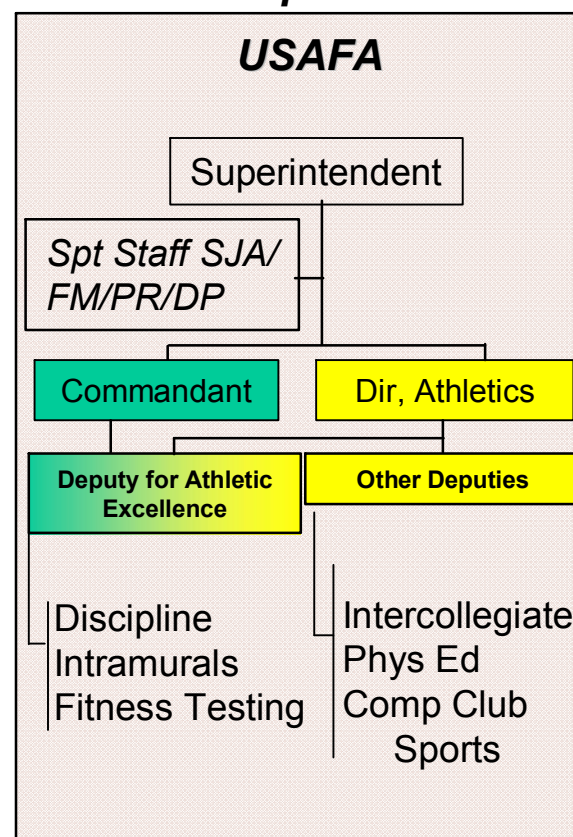


Alternative Organizational Structure

Current



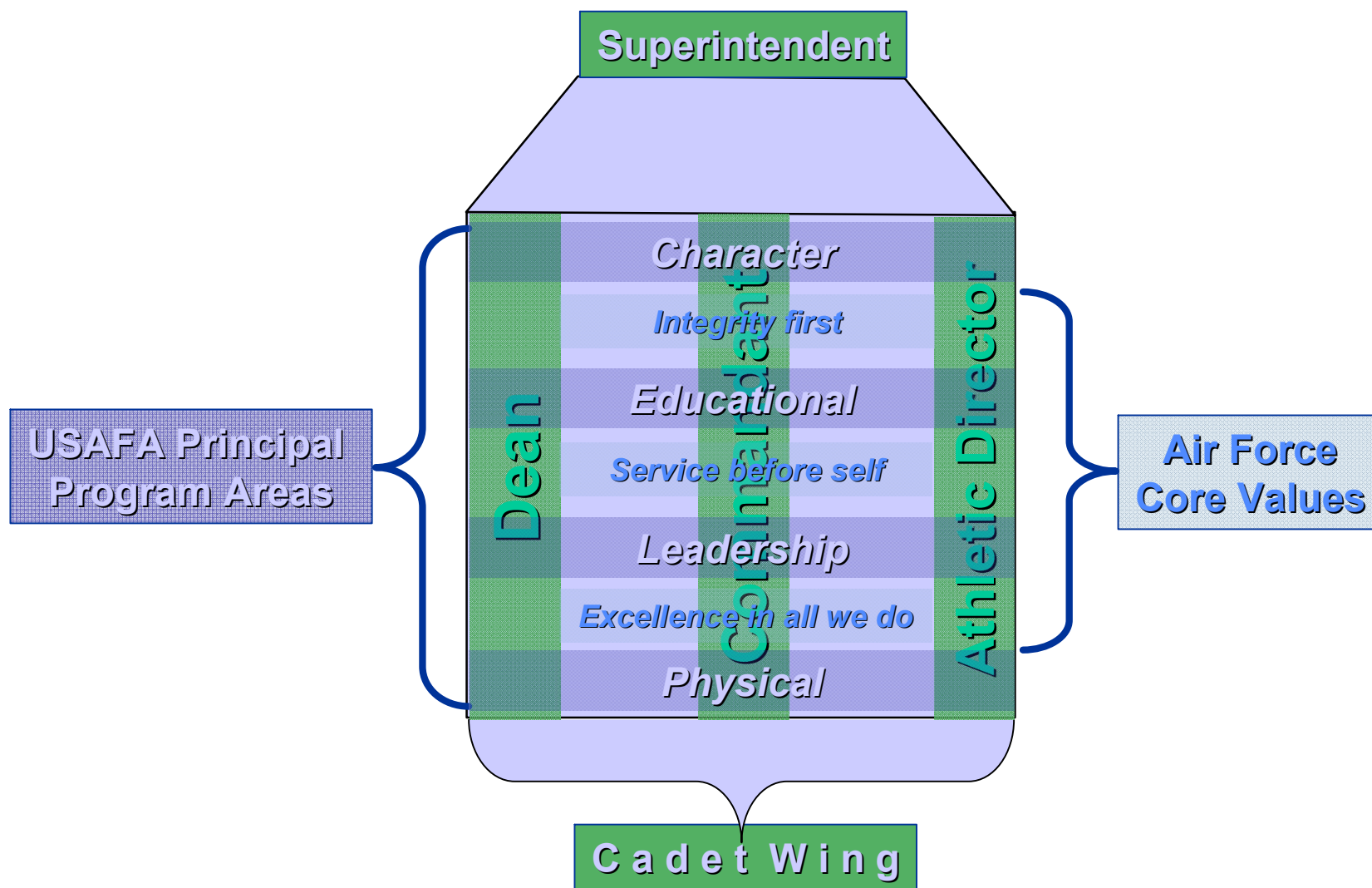
Proposed



This realignment preserves the Commandant's equity in programs directly connected to unit activities in his mission area, while preserving the synergy within the Athletic Department.



Building on the Agenda for Change





Summary Findings and Recommendations

- **F1: We found no compelling reason to change AFAAA to a non-profit corporation**
- **F2: USAFA has successfully complied with gender equity provisions of Title IX Education Amendments of 1972**
- **F3: USAFA's intercollegiate programs compete within NCAA Division I-A**
 - **USAFA should remain within NCAA Division I-A**
- **F4: USAFA's intercollegiate programs compete principally in the MWC**
 - **USAFA should retain Mountain West Conference affiliation**



Summary Findings and Recommendations

- **F5: Certain sports' recruited athletes receive no admissions liaison officer's evaluation and do not take Physical Aptitude Exam as part of admission qualification**
 - **Admissions liaison officers—trained in NCAA rules—should complete evaluations for all recruited candidates, and all candidates should take the PAE**
- **F6: USAFA recalculates USAFA Preparatory School candidates' academic composites during admissions processing. The Director of Admissions relies principally upon a 2.42 grade point average minimum, and does not require candidates to provide an updated SAT score**
 - **USAFA should standardize admissions processing of all candidates by requiring USAFA Preparatory School students to provide an updated SAT score as additional data indicating improved academic readiness for USAFA admission**



Summary Findings and Recommendations

- **F7: As one of the four principal program areas, physical development is important to molding future Air Force leaders. The USAFA admissions process does not give undue emphasis to recruiting athletes. Cadet performance metrics show no unexpected or remarkable difference between recruited athletes and others**
 - **Superintendent should brief applicable metrics—with respect to USAFA admissions and performance of athletes and others at the Academy—to the SECAF and CSAF and, perhaps, at CORONA**
- **F8: In the USAFA Year Groups examined, no significant difference arose between recruited athletes and non-recruits with respect to promotion to lieutenant colonel or selection to command**
- **F9: In the USAFA Year Groups examined, recruited athletes were promoted to brigadier general at twice the rate of non-recruits**
 - **Continue to monitor and measure that a balanced and high-quality intercollegiate athletic recruiting program at USAFA supports the Air Force mission**



Summary Findings and Recommendations

- **F10: The Air Force does not keep readily available statistics on career performance of officers on the basis of commissioning source or pre-commissioning activities, including athletics**
 - **The Air Force should develop the capability to research and collect appropriate statistical data on commissioning sources and pre-commissioning activities to help evaluate associated career performance**
- **F11: USAFA staff misperceive various USAFA policies and practices (e.g., Officer Development System, principal programs, tutoring, discipline, and special treatment)**
 - **Superintendent should lead and enforce a mandatory, multi-day, and comprehensive yearly indoctrination program for all assigned individuals**
 - **Should reflect the integrated mission of USAFA**
 - **Should have a presentation from each of the departments**
 - **Should be taught by the Superintendent, Dean, Commandant, and Athletic Director**
 - **This understanding must be transmitted by all to the Cadet Wing**



Summary Findings and Recommendations

- **F12: USAFA staff and cadets perceive the intramural program lacks appropriate relevance, emphasis, and support**
- **F13: USAFA competitive club sports are treated more like recreational clubs than varsity sports. However, because of their prominence, they require a more disciplined and standardized approach to their operations**
- **F14: The Agenda for Change places the Athletic Director under the Commandant**



Summary Findings and Recommendations

- **F15: The current organization does not optimize mission execution by the Superintendent, Commandant, and Athletic Director**
 - **Consider an integrated set of organizational changes.**
 - **Consider moving Athletic Director directly under Superintendent with certain organizational alignments**
 - **Assign new AH Deputy for discipline, intramurals, and physical fitness and direct reporting to both Commandant and Athletic Director**
 - **Superintendent / Commandant / Athletic Director should reemphasize purpose and value of intramurals and validate current program content, organizational structure, level of participation, and resources**
 - **Align, resource, and standardize oversight of competitive club sports under the Athletic Department**
 - **These changes will require resources, but they are warranted**



Other Things We Found

- Cadets do not have a satellite fitness center or enough exercise equipment in the cadet area
- Need to examine whether the extent of current auditing of AFAAA is still required in light of other control measures put in place
- The Services have differing policies with respect to release of athletes to pursue professional sports
- A recent USAF reversal of policy for professional sports participation concerns current cadets and graduates
- Superintendent and Athletic Director were provided other suggestions for mission enhancement



Conclusion

- **We found that the Athletic Department's leadership structure, organization, and synchronization with the other departments was generally adequate, but could be improved**
 - **We found no difficulties in the interface with the National Collegiate Athletic Association and Mountain West Conference**
 - **We found no significant issues in recruiting of athletes**
 - **We found more the perception than the reality of extending special privileges to athletes**
 - **In summary, the Athletic Department provided broad, general support of the Academy's mission to graduate officers with knowledge, character, and discipline; motivated to lead the world's greatest aerospace force in service to the nation**
-



Questions?



USAFA Graduates Assigned to Athletic Department

- **Air Force established First Year Lieutenant (FYL) Program in November, 1999**
 - 38 new second lieutenants are currently assigned to USAFA under FYL Program
 - 15 second lieutenants are assigned to AH to augment coaches
 - Involves a one-year tour
- **Prior to completion of FYL**
 - Each graduate en route to Undergraduate Pilot Training must first complete Introductory Flight Training
 - All graduates must first complete the Air and Space Basic Course





Athletic Facility Stewardship

| USAFA | | | USMA | | | USNA | | |
|---|----------------------|---------------------|----------------------------------|----------------------|---------------------|--|-----------------------|---------------------|
| Facility | Construction Funding | Maintenance Funding | Facility | Construction Funding | Maintenance Funding | Facility | Construction Funding | Maintenance Funding |
| Falcon Stadium (Football) | Private Donations | APF / NAF | Tate Rink (Hockey) | APF | APF | Halsey Field House | APF | APF |
| Cadet Gym (Physical Ed.) | APF | APF | Hoffman Press Box | Private Donations | APF | NMC Memorial Stadium (Football) | Private Donations | NAAA |
| Falcon Athletic Center (Sports Med, IC Weight Trng & Offices) | APF | APF | Blaik Field (Football field) | APF | APF | Alumni Hall (Athletic Contests & Assemblies) | 56% Private / 44% APF | APF |
| Cadet Field House (Basketball, Hockey, Track) | APF | APF | Lichtenberg Tennis Center | Private Donations | APF | Lejuene Hall (Swimming & Wrestling) | APF | APF |
| | | | Gross Sports Center (Gymnastics) | Private Donations | APF | Ricketts Hall | APF | 75% APF / 25% NAAA |
| | | | Kimsey Athletic Center | Private Donations | APF | Macdonough Hall (Gymnasium) | APF | APF |
| | | | Michie Stadium (Football) | APF | APF / NAF | Glenn Warner Soccer Facility | Private Donations | APF |
| | | | | | | Fitzgerald Clubhouse (Baseball) | Private Donations | APF |





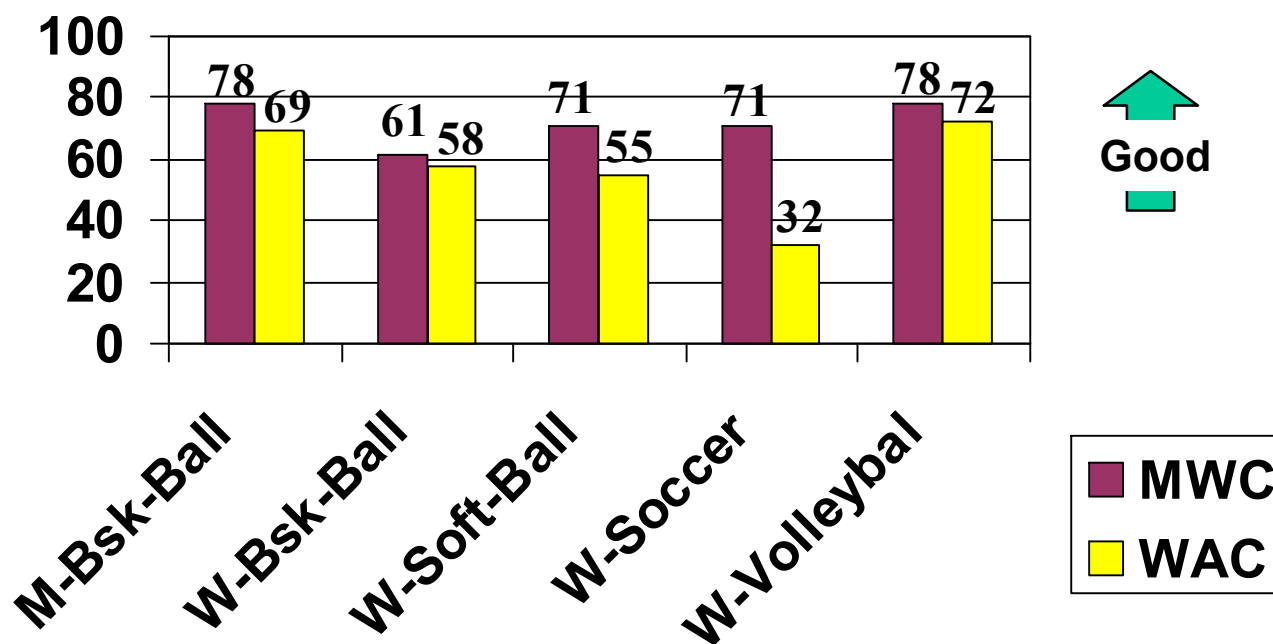
Quality of Mountain West Conference

| | Top 10% HS class | SAT / ACT | Academic Rating Index | Percent applicants accepted | Student / Faculty Ratio | Percent Student Athletes |
|---------------------------|---------------------------|---------------|-----------------------------|-----------------------------------|-------------------------------|--------------------------------|
| Brigham Young U. | 54 | -/27 | 84 | 65 | 21:1 | 5 |
| Colorado State U. | 22 | 1108/24 | - | 78 | 18:1 | 5 |
| San Diego State U. | N/A | 1029/21 | - | 63 | 17:1 | - |
| USAFA | 57 | 1270/- | 99 | 17 | 8:1 | 26 |
| U. of Nevada at Las Vegas | 19 | 1007/21 | 75 | 80 | 18:1 | - |
| U. of New Mexico | 18 | 1060/22 | 71 | 75 | - | 6 |
| U. of Utah | 26 | -/24 | 66 | 94 | 14:1 | - |
| U. of Wyoming | 20 | 1090/23 | 68 | 97 | 15:1 | - |



Conference Membership – Ratings Percentage Index (RPI)

MWC Has Higher RPI Than Western Athletic Conference (WAC)



**RPI – a measurement of the relative strength of a conference
based on win/loss record, accounting for the record of opponents**





Defense Advisory Committee on Service Academy Athletics Programs Members

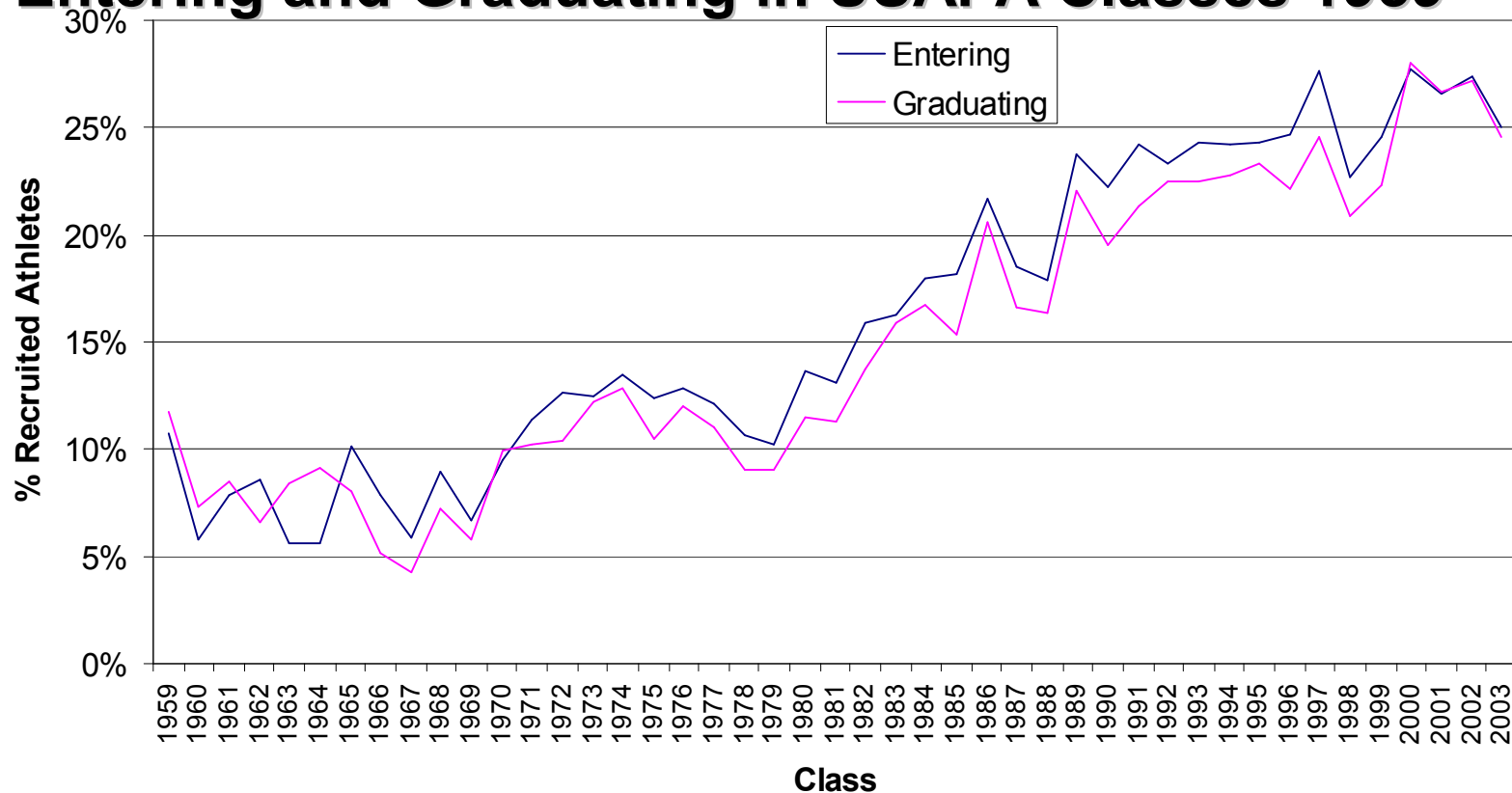
- **Mr. Carl F. Ullrich, Chairman, Exec Dir of Patriot League**
- **LTG Howard D. Graves, USMA Superintendent**
- **RADM Thomas C. Lynch, USNA Superintendent**
- **Lt Gen Bradley C. Hosmer, USAFA Superintendent**
- **Reverend Edmund P. Joyce, Exec VP Emeritus, U. of Notre Dame**
- **Mr. Richard D. Schultz, former Executive Director, NCAA**
- **Dr. Evie G. Dennis, Superintendent of Denver Public Schools**
- **Dr. James Frank, Commissioner of Southwestern Athletic Conference**
- **Dr. Robert Gerald Turner, University Chancellor, U. of Mississippi**





Recruited Intercollegiate Athletes (Retention Through Graduation)

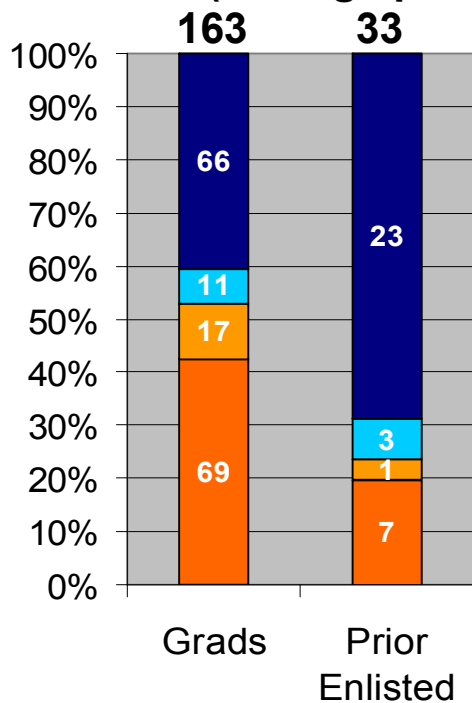
**Percent of Recruited IC Athletes
Entering and Graduating in USAFA Classes 1959 – 2003**



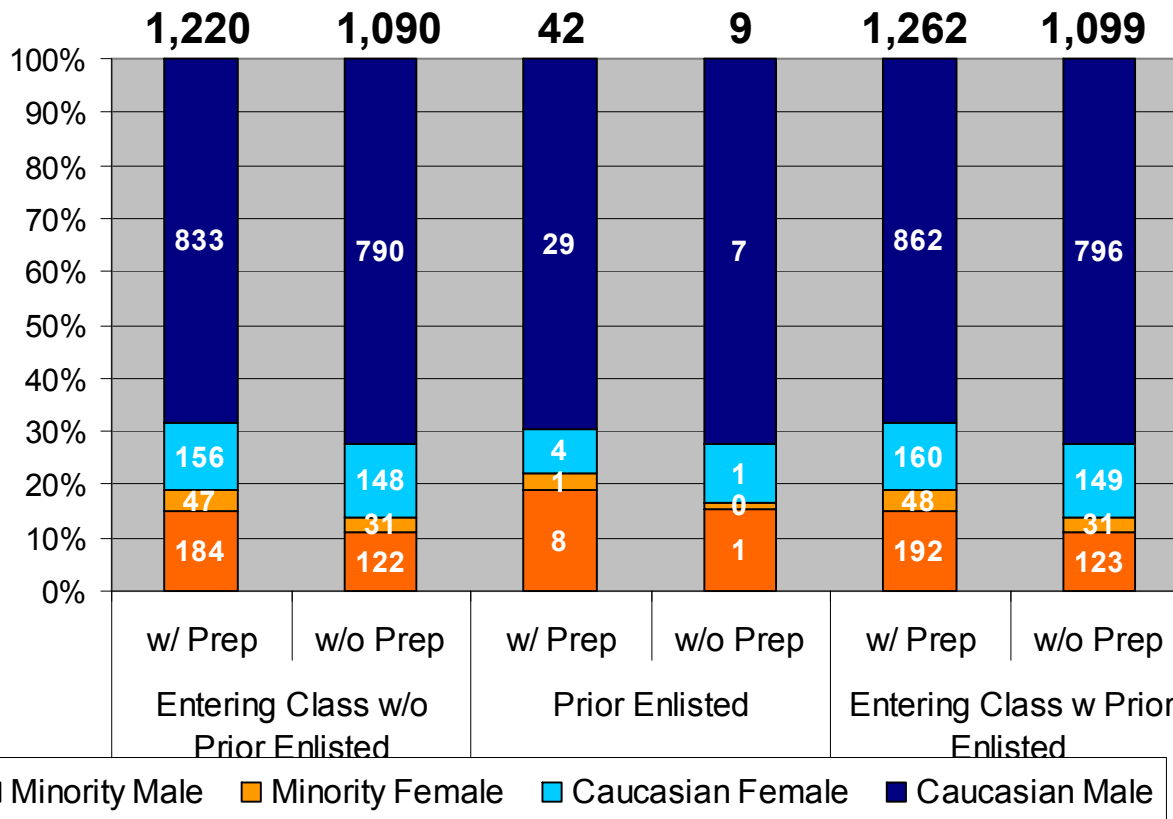


Diversity Through Prior Enlisted (Entering Cadets of USAFA Classes of 1998–2007)

Prep School Grads that went to USAFA (average per year)



USAFA Entering Classes

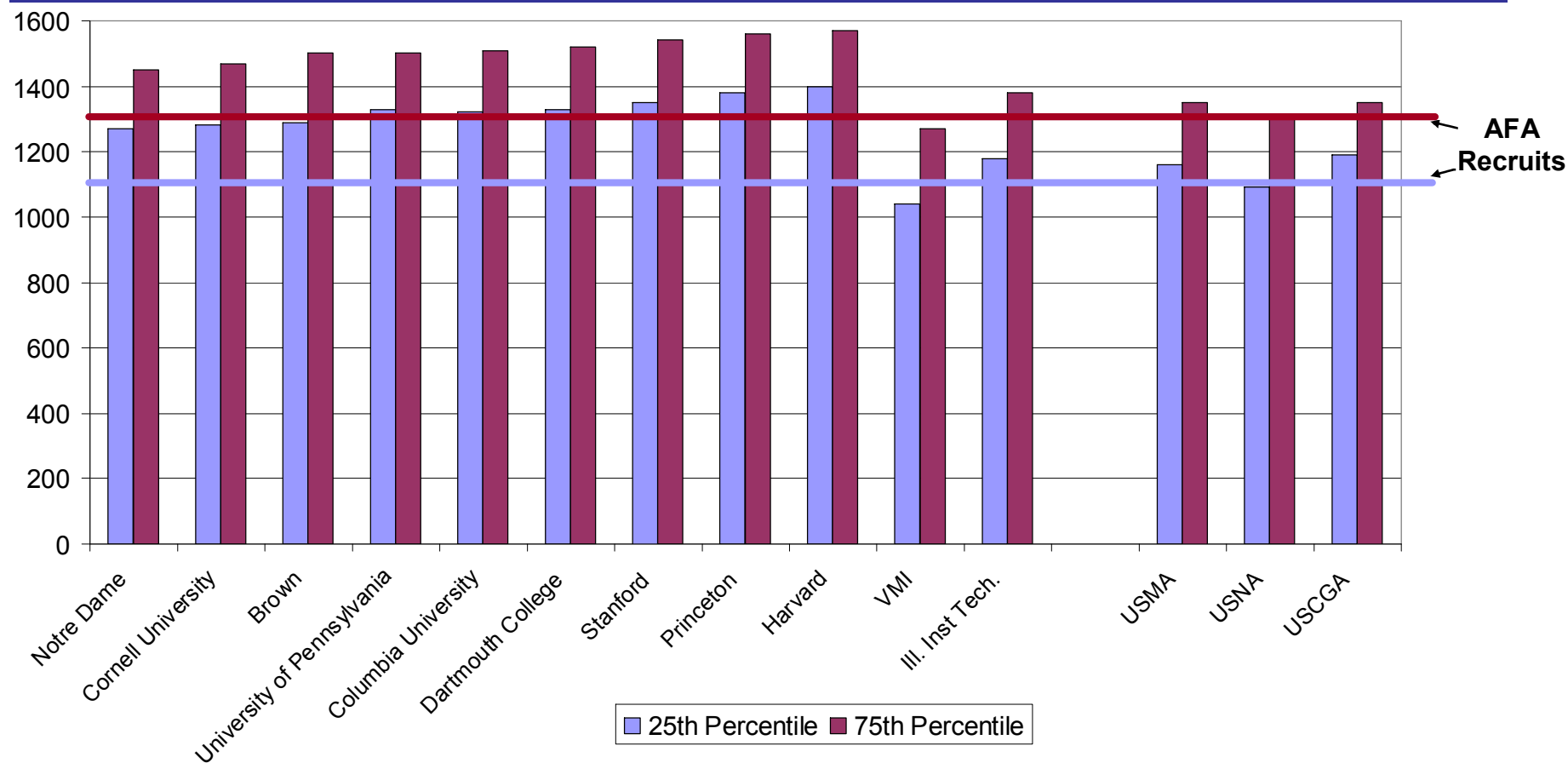


Only a few USAFA cadets are prior enlisted, and whether they enter through the Prep School or directly their addition to USAFA's diversity is minimal.





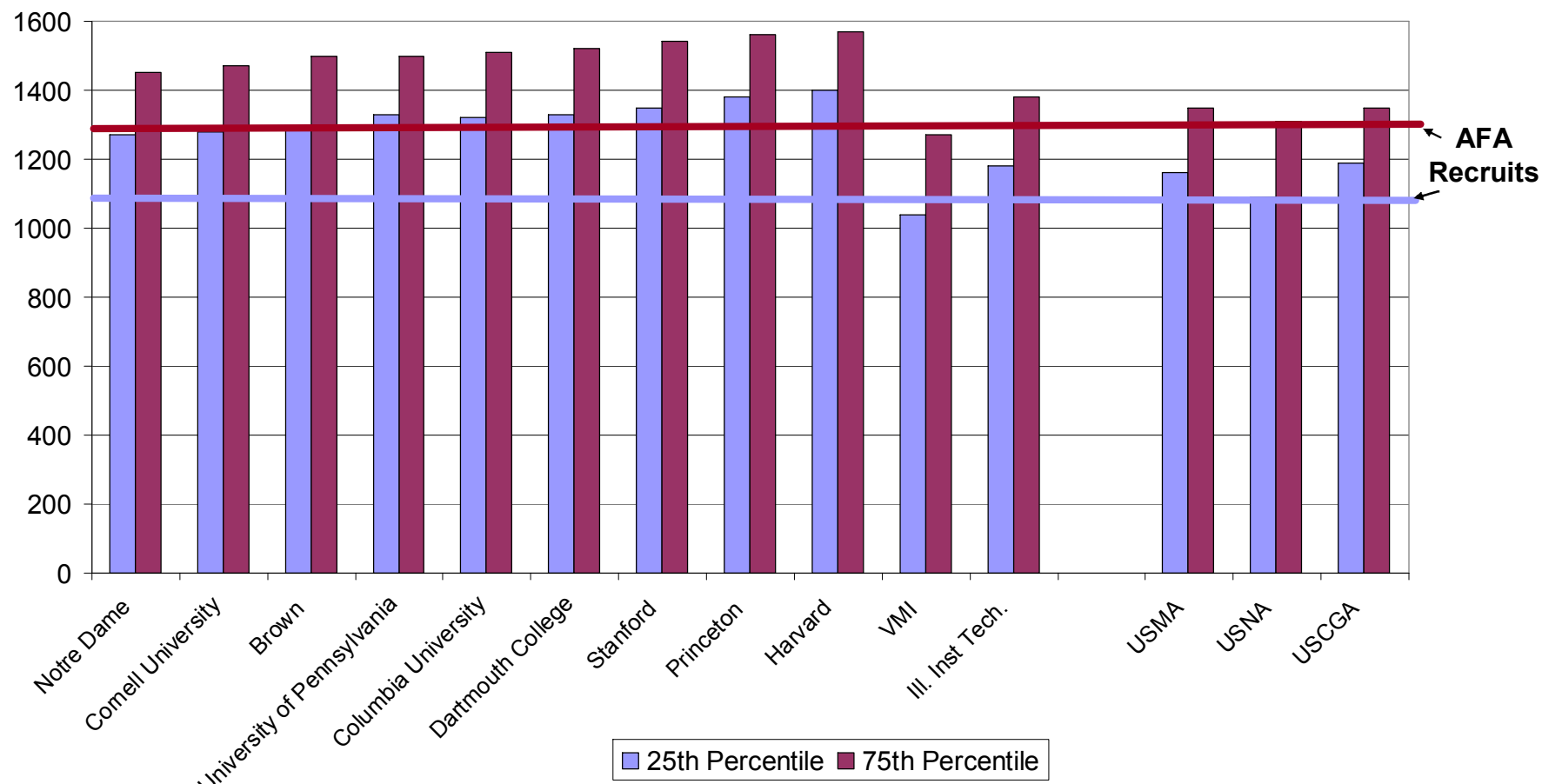
SAT Comparison* to Prestigious Schools (Composite)



USAFA athletes, like all cadets, can compete not only on the athletic fields, but also in the classroom. *Data for freshman university students entering during Academic Year 2003 found on-line at <<http://apps.collegeboard.com>>



SAT Comparison to Selected Universities (Composite)



USAFA athletes, like all cadets, can compete not only on the athletic fields, but also in the classroom.

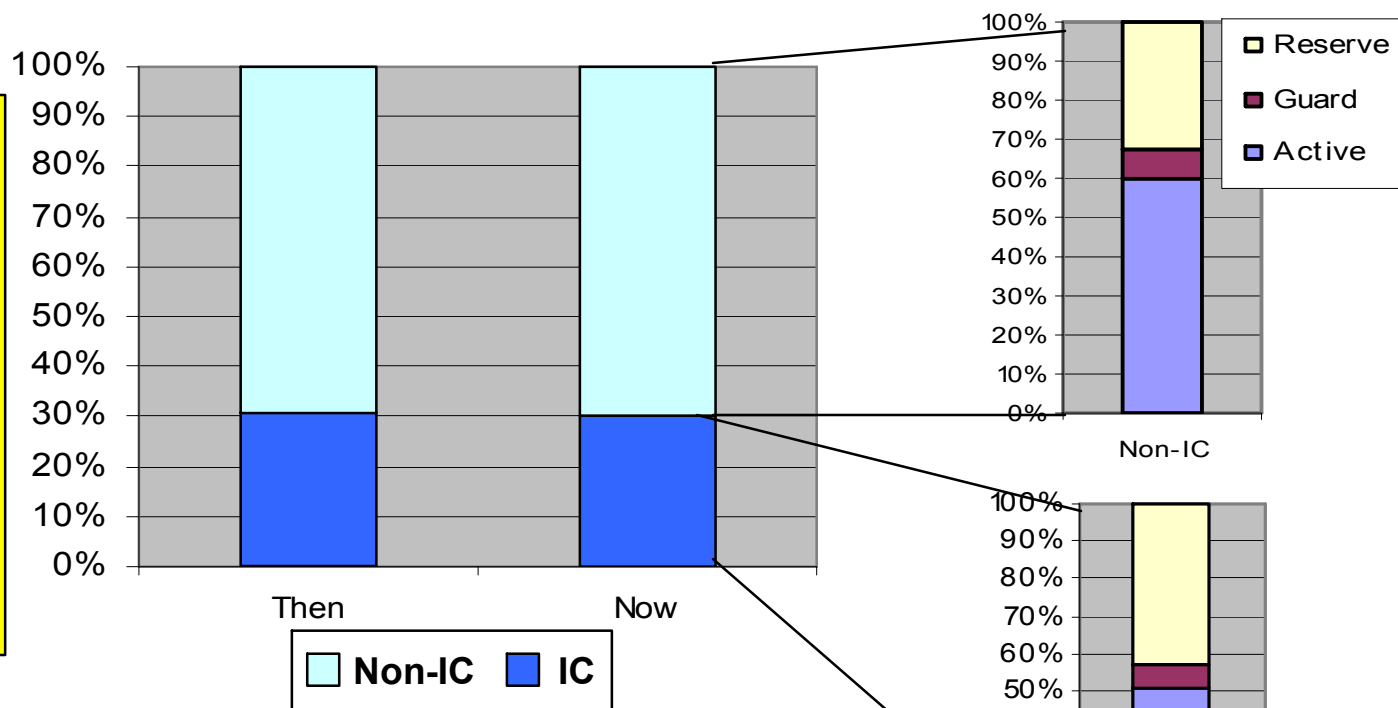




Career Retention Performance of Intercollegiate Athletes

Career Retention for USAFA Classes 1983-84

Of these two year groups still on active duty, the USAF retained former IC athletes at nearly the same rates, but a higher percentage served with Air National Guard or Air Force Reserves.



| | | Retention | | |
|-----------------|------|-----------|-------|---------|
| Commissioned | | Active | Guard | Reserve |
| Non-IC Athletes | 1373 | 477 | 60 | 262 |
| IC Athletes | 610 | 178 | 21 | 148 |



Competitive Club Sports Accomplishments

- **Competitive club sports have succeeded in regional and national competitions**
 - **Team Handball—Bronze Medal, National Championships, 2004; Gold Medal, National Championships, 2003/ 2002/1978;**
 - **Men's Handball— Bronze Medal, Collegiate National Championship, 2004; Gold Medal, Division II National Championship, 2003; Gold Medal, Collegiate National Championship, 2002; Gold Medal, National Championships, 1978; Silver Medal, National Championships, 1976/1977**
 - **Nordic and Alpine Skiing—3rd place Combined and 5th place Nordic, Nationals, 2004**
 - **Women's Rugby—Seeded 1st in upcoming Nationals, 2004; National Champs, 2003/2002; 5th place, Nationals, 2001/2000**
 - **Men's Rugby—National Champions, 2003/1990/1989, Top 4 in Nationals, 13 times since 1980**
 - **Mountain Biking—Division II National Champions, 2001; 2nd place, 2000**
 - **Road Racing (Cycling)—4th Place, Nat'l Collegiate Cycling Assoc. (NCCA), 2003; 3rd Place NCCA, 2002; National Champion NCCA, 2001**





Weight Room Use Issue

- **Finding:** The strength training opportunity for Non-IC cadets is limited and imbalanced in favor of IC cadets
 - **Discussion:**
 - ~ 332 IC cadets have 144 stations in ~20,000 sq ft
 - ~ 556 IC cadets have 98 stations in ~12,000 sq ft
 - ~ 3,000 non-IC cadets (plus faculty and staff) have 168 stations in ~25,000 sq ft
 - **Recommendation:** Consider opening one or both IC weight rooms to non-IC cadets from 1830-2000 hours weekdays and providing fitness facilities in the cadet area
-



Weight Room Facilities Use

| | Authorized Users | Hours of Operation | Sq Ft | # Stations |
|---|--|---|--------|------------|
| <u>Gym 1</u> Falcon Athletic Center Weight Room | PE Classes (~3,000 cadets) ----- 6 IC Teams (332 cadets) | 0745 - 1440 ----- 1445 - 1830 | 19,591 | 144 |
| <u>Gym 2</u> IC Weight Room | 21 IC Teams (556 cadets) | Flex Schedule (most use 1430 - 1830) | 12,300 | 98 |
| <u>Gym 3</u> Cadet Weight Room [including CYBEX room and Aerobic Annex] | All Cadets, Faculty, and Staff | 0530 - 2200 No Supervision Provided | 24,682 | 168 |
| <u>Gym 4</u> Power Lifting (PL) Club | PL Club | Club Discretion | 1,184 | 8 |





Summary of Secondary Findings and Recommendations

- **SF-1: Restricted base access lowers gift shop annual revenue**
 - For gift shop revenue recovery, keep current security arrangement, apply for APF reimbursement of security costs, and investigate the possibility of a new gift shop outside of the secured area near the gate
- **SF-2: USAFA is having difficulty purchasing suitable athletic equipment from U.S. manufacturers**
 - For relief from Buy America Act, seek SAF/AQC waiver
- **SF-3: Contracts with vendors could be improved**
 - HQ USAF is sending a contracting / legal staff assistance visit
- **SF-4: Current USAFA policy unnecessarily prohibits gifts from being given directly to AFAAA**
 - As a NAFI, AFAAA accept gifts directly after approval of USAFA Superintendent
 - Amend MOU as necessary to reflect change in processing gifts to NAFI
 - AFAAA reports gifts to USAFA/XP
 - Consider amending AFI to allow Superintendent to accept any amount from the AOG
- **SF-5: Accounting structure is dysfunctional—force-fit into standard base mold**
 - Transfer all cadet NAF functions (non-Athletic Department) to separate NAF fund
 - Merge with Superintendent's School Mission Support Fund
 - Move management of Arnold Hall business activities back under air base wing, but retain income, expense, and profits in cadet fund
 - Seek okay for AFAAA and cadet fund to use academic year as fiscal year
- **SF-6: Though several organizations use USAFA athletic grounds/facilities, the Athletic Department receives no revenue, because any money collected must go to the Treasury**



Summary of Secondary Findings and Recommendations

- **SF-7: USAFA is interested in controlling NAF investments**
- **SF-8: Contract coaches may not use the General Services Administration (GSA) city-pair airfares, forcing their purchase of inflexible tickets and increasing their actual travel costs by approximately \$1 million**
 - **Consider converting most contractors into employees**
 - **Interplay with issues on use of commissary and exchange, FTCA, etc**
- **SF-9: For the nine coaches living on base, commissary access appears unattainable, but it might be possible to authorize them use of base exchange and MWR facilities**
 - **USAFA should pursue waiver for granting base exchange use to coaches living on-base**
 - **For full privileges, will need to convert to employees**
- **SF-10: Contract coaches could cause injury through negligence, but the FTCA prevents claims reimbursements with APF**
 - **Study conversion of contractors to employees**
- **SF-11: The strength training opportunity for Non-IC cadets is limited and imbalanced in favor of IC cadets**
 - **Consider opening one or both IC weight rooms to non-IC cadets from 1830-2000 hours weekdays**